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all **VOLUNTEER**

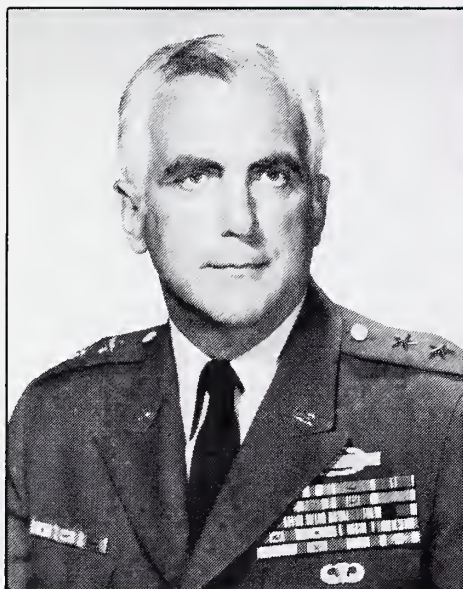
The Army's recruiting and retention professional magazine since 1919

OCTOBER 1979



The Reenlistment Picture

Commander's Notes



We're into a new fiscal year. Fiscal year 79 was a tough and challenging one. You did a superb job in bringing the Command in at about 92 percent overall objectives accomplishment with more than 10,000 volunteers enlisted over FY 78 in spite of the constraints on our recruiting market. Our prior services and NPS female objectives closed in about 300 short of our goals in those categories. We also did very well in bringing in about 67,000 NPS men in the high school diploma graduate category during the recruiting year. The USAR objective of 46,192 was met with the NPS objective exceeded. A real plus for FY 79!

Let me turn briefly to the subject of reenlistment. Reenlistment is the most important phase of recruiting after the non-prior service mission is accomplished. Reenlistment supports and lightens the recruiting burden while it forms the base of our career force. Through reenlistment, training costs are reduced and readiness is improved. For these reasons and more, our reenlistment and career counselors throughout the Army deserve our utmost support and unreserved assistance.

To help provide such assistance, this month's *all VOLUNTEER* takes a look at the reenlistment picture from all levels of command, starting at the Department of the Army and focusing finally on the factors, pro and con, that affect the decision of the individual soldier who is eligible to reenlist. It is the ability to discern these factors and help the soldier weigh them that is the job of the reenlistment NCO and career counselor. The more we know about *why* a soldier reenlists, the more help we can give him to decide.

When you read this, we will already be recruiting FY 80 with a number of significant enlistment standards changes in effect. These changes are realistically tailored to our market and will make the increased FY 80 Active Army objective of about 182,000 attainable, assuming we receive the resources we need to do the job.

The Department of the Army staff is solidly behind you and I have been assured of program requirements for FY80. As of presstime, you had nearly 20,000 enrolled in the DEP. Let's continue strong to make FY 80 another successful recruiting year.

A handwritten signature in dark ink, appearing to read 'William L. Mundie'.

WILLIAM L. MUNDIE
Major General, USA
Commanding

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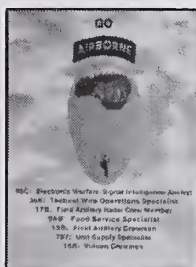
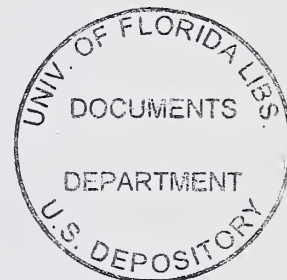
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Mr. Lou Pearson of the Ft. Sheridan TASO painted this month's cover to symbolize the soldiers that our authors are writing about as they analyze the Army's reenlistment situation. Openings exist in the XVIII Airborne Corps and the 82d Airborne Division for those military occupational specialties listed on our back cover.



Retaining careerists:

Is getting them to stay in getting harder?

by MAJ LARRY P. LIBERTY
HQ, 9th Inf Div Artillery
Ft. Lewis, WA

Recent disclosures that military services are failing to meet recruiting goals have caused concern in Congress and the Department of Defense. The all volunteer force is being seriously questioned. Conscription in some form is the commonly proposed solution and rightly so, since it is the one proven tool for securing needed manpower.

Given, that the draft in some form is feasible, would providing the right number of novice soldiers solve our current manpower crisis? Only if attracting enlistees is the full extent of the problem. The problem may well extend beyond enlistment to the more critical question of retention.

Signs exist that signal a problem in retention of careerists in the non-commissioned officer corps in grades E5-E7 with 6 to 12 years of service. It is difficult at this point to determine the extent of the problem. Further, the phenomenon may be peculiar to certain geographic areas or particular career management fields.

Is the retention problem extensive enough to warrant alarm? The question has validity because indicators at this time are not dramatic Army-wide. The trend is dramatic in the Pacific Northwest. According to a Talking Paper prepared by the Adjutant General, career reenlistments at Ft. Lewis have declined from 50 percent of 9th Infantry Division eligibles in FY 77 to 44 percent of eligibles in FY 78. Thirty-nine percent of eligible careerists

have been reenlisted through January of FY 79.

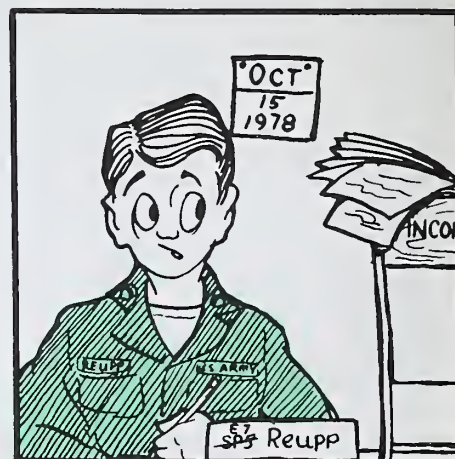
The trend at Ft. Lewis is a steady decline of 5-6 percent. The recently published DD-M 622 Report, "Reenlistment Rates by DOD Occupational Group," contains statistics that show an army-wide trend. In the period covered from FY 74 through FY 77 career reenlistments in the three major combat arms show a steady decline from 77.6 percent in FY 74 to 66.1 percent in FY 77. A 70 percent career reenlistment rate is needed to maintain manning levels.

Additionally, a reenlistment shortfall of 10,000 by FY 81 is predicted by the Department of the Army Reenlistment Steering Group in their after action report dated April 13, 1979. Indications are that the problem is real at Ft. Lewis, and may exist army-wide. The least serious implication may be that we are seeing early symptoms of a coming crisis.

Though these statistics do not validate the existence of an Army-wide problem, they do breed an uneasy feeling. Random conversations with many officers and NCO indicate that this uneasy feeling is shared. The evidence is certainly strong enough to warrant an Army-wide study by the Army Research Institute.

Why does an NCO with 6-12 years invested choose to leave the Army? What motivational factors are operant? An informal study conducted in the 9th Division Artillery has illuminated several factors.

The information was gathered from



routine reenlistment interviews conducted at battalion level. First termers and careerists who indicated during January and February 1979 their intention to leave the Army were queried in detail. A total of 38 personnel were interviewed. No attempt was made to quantify or rank order responses. The intent was not to establish an empirical data base. The initial sample is too small and probably biased, because of a preponderance of 13 series MOS. Despite the lack of scientific rigor the information obtained is an indicator.

The reasons stated for leaving the Army fall into three broad categories: career uncertainty; family instability; and benefits. This is no surprise. These are the familiar areas of complaint we have heard and read for the past several years. The surprise in-

volved may be that ETS is emerging as a new way of expressing discontent.

Family instability has become a major factor in recent years. Over 50 percent of the total enlisted force is married. The number has doubled in the last 10 years. Eighty percent of careerists are married. Unaccompanied tours are resented. Turn around time or overseas tours averages 24-30 months in combat MOS. The constant upheavals caused by repetitive involuntary overseas tours cause emotional and financial strain especially where children are involved.

School-age children, financial strain or both are reasons many NCO are opting for 2 year unaccompanied tours to Europe. Generally wives desire a normal family situation with roots and stability. An unaccompanied short tour followed by 2-2½ years in CONUS and then the prospect of a 2-year unaccompanied tour or 3-year financial strain is far from a normal family situation. Impact on the family must certainly have significant weight in the decision to reenlist. All too often it is negative, forcing an agonizing compromise.

Career uncertainty is difficult to pin down. There seems to be an uncertain picture of upward progression. Promotion cut-off points, particularly for combat arms are considered too high. Promotion points for completion of the various NCO courses have been eliminated. Time in service criteria for promotion to E5 is seen as too long. There is the ever present possibility of reclassification/RETRAIN. These are matters of policy and can be changed. A situation not so easily changed is general job dissatisfaction. Long hours; over supervision by officers; lack of resources, people and material; job and responsibility two grades up, but no promotion or pay benefits; restrictions of personal freedom; all were factors expressed as contributing to unhappiness on the job.

A perceived erosion of benefits

exists in the minds of many soldiers. Loss of the GI Bill and on duty education programs plus the constant barrage of proposals to eliminate traditional benefits is a reenlistment deterrent.

The 5.5 percent pay cap, while inflation runs in the double digits, is rightly perceived as a loss of pay and considered an insult in view of the President's guidelines to industry of 7 percent. Another factor is the decreased dollar value overseas. Our NCO realize that pay and benefits are eroding and appear to be unwilling martyrs in the inflation fight.

Statements about the success of recruiting and retention in former years have often contained a caveat concerning the high employment rate and weak economy. That qualifier seems accurate. Although unemployment is relatively high nationally, in the Ft. Lewis area it is not. Local employment opportunities are good

The reasons stated for leaving fall into three broad categories:

- career uncertainty
 - family instability
 - benefits
-

for those the Army has trained in technical areas. Aviation allied industries are hiring in record numbers. Pay and fringe benefits equal or surpass the military. The message is that an upswing in the economy nationwide could be catastrophic to the retention program.

While the problems are evident the solutions are illusive. However, there are policy changes that will take us toward a solution.

- Develop and publicize career pattern by CMF so the soldier and his family can view the future promotion and assignment picture.

- Extend CONUS tour stabilization.

- Continue and expand "quality of life" programs.

- Simplify the enlisted promotion system so the soldier can understand it and have faith in it.

- Reinstitute the CONUS-to-CONUS reenlistment option.

- It is essential that current pay and benefits be protected and increased to remain competitive.

- Institute a special pay for all personnel serving in the combat arms: Combat arms pay should be large enough to offset the inherent negatives in the job satisfaction and family spheres.

Essentially it's a process of "getting what you pay for." It has been suggested that more money would not attract and keep more or better people. This is sheer speculation since it has never been tried. Less speculative is the proposition that erosion of pay and benefits will cause people to leave. Congress wants a quality force, but is loath to pay for it. Given present trends, at some point in the 1980s the American people will have a defense force that reflects this bargain basement philosophy.

It is clear that these factors often in combination can form a negative perception for the potential reenlistee. They combine further in a cause and effect relationship that approximates an ever increasing vicious circle. As more NCO leave the service job pressure turnaround time occurs; subsequently, more NCO leave, and so on.

Reversal of this cycle is dependent on change. The changes mentioned here, especially in pay and benefits and quality of family life, are necessary. We must realize that today's soldier sees things differently. He is neither desperate for job security nor beguiled by constant tinkering with his pay and benefits.

We will retain quality NCO in sufficient numbers only when the individual NCO can add the pros and cons of continued service and make a rational decision that reenlistment is to his advantage.



Reenlistment: The Outlook for the 1980's

Public Affairs Office
2d Armored Division

REENLISTMENT TRENDS

FIRST TERM	*FY 75	FY 76	FY 77	FY 78	FY 79
OBJECTIVE	*	17,300	25,366	19,693	12,630
ACCOMPLISHMENTS	31,128	13,637	21,686	21,398	14,614
% ACHIEVED	*	28.8	85.5	108.7	115.3

CAREER

OBJECTIVE	*	38,241	46,611	50,187	32,390
ACCOMPLISHMENTS	39,019	37,101	49,178	52,425	31,027
% ACHIEVED	*	97.0	105.5	104.5	95.8

*1975 IS NOT COMPARABLE WITH LATER YEARS. IN FORMER YEARS THERE WAS A COMBINED 1ST TERM CAREER OBJECTIVE BASED ON 1% OF ENLISTED OPERATING STRENGTH.

Chart I

The Army Reenlistment Program has been one of the bright spots of the all volunteer force (AVF). Although little publicized, reenlistment accomplishments have markedly improved since the start of the AVF. (See chart I.)

The Army's Enlisted Force Management Plan (EFMP) has been approved by OSD. One of the major objectives of this plan is to increase the career content of the Army from its FY78 total goal of 307 thousand to 332 thousand by FY85 (a career soldier is defined as a soldier with over 3 years of service).

This increase has many benefits for the Army: it will decrease the number of non-prior service accessions required, reduce training costs, and improve overall readiness. Coupled with this change in career content is an increase in the budgeted grade structure. This enhanced budget grade structure will improve unit readiness, raise soldier morale, and prevent an adverse impact on promotion capability and opportunity as a result of the increase in career soldiers. This increase is, however, dependent on our achieving the FY 85 career content.

This increase in the career content significantly affects the Reenlistment Program. Chart II, Enlisted Career Force profile, shows the challenge facing us. The two horizontal black lines indicate the desired career content range. The thick black line shows the planned path to achieve the objective; the dotted line indicates our projected accomplishments based upon current reenlistment rates.

Although prior service accessions also feed the career force, they are projected to remain fairly constant throughout FY 79-85. At the current rates, reenlistment accomplishments will fall short of the requirements in FY 81. This shortfall is being caused

REENLISTMENTS—REQUIRED VS PROJECTED

REENLISTMENTS
IN "K" (THOUSANDS)

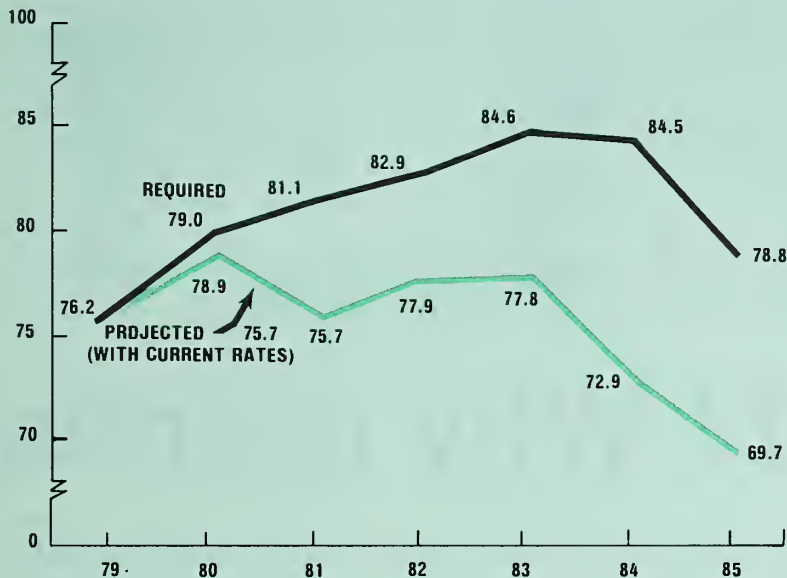


Chart II

primarily by the small number of new accessions in FY 78. Additionally because the projection assumes that the Army will achieve its FY 79 recruiting goals, the projection for FY 82 is optimistic.

Chart III portrays the same problem but focuses exclusively on reenlistment requirements versus projected capability. The reenlistment rates (percentage of eligibles) for the first term soldiers, which is currently approximately 36 percent, will have to increase to 39 percent in FY 81 in order to make the objective.

This is a big challenge for the Army! Because the problem was identified early, steps can be taken to lessen the impact. The higher the career content can be raised in FY 79 and FY 80, the less severe the problem will be in FY 81. This would make the FY 85 goal more achievable and realistic. It will take the collected effort of all concerned to meet the challenge.

ENLISTED CAREER FORCE PROFILE

END STRENGTH
IN THOUSANDS

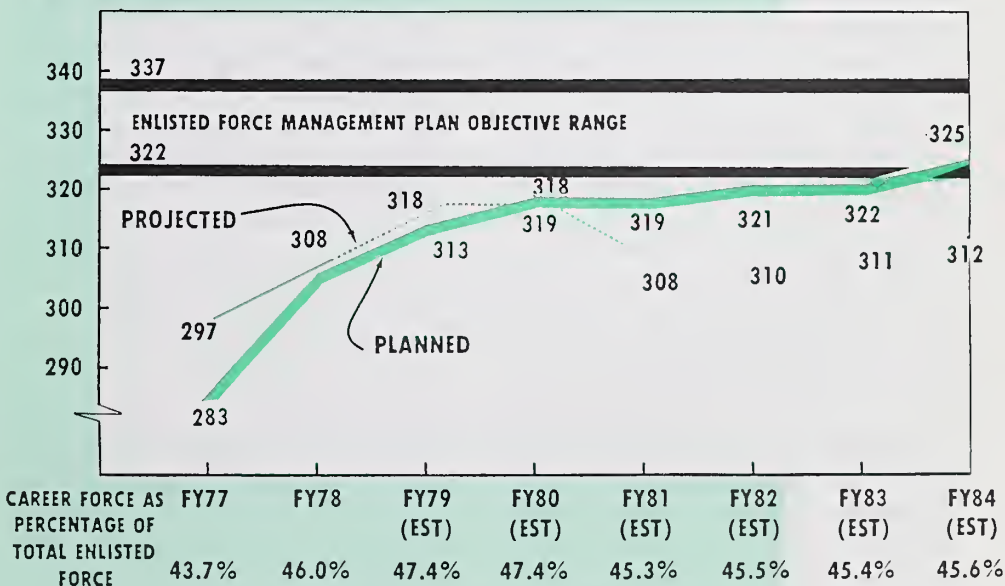


Chart III



Why enlist? Why reenlist?

by Darrell Worstine
Data Analysis Branch
MILPERCEN

Why do soldiers enlist?

Why do they leave the service?

How do they feel about information received from recruiters?

These were some of the issues considered when survey data collected Armywide during the spring of 1977 from 1,532 first-termers were analyzed by MILPERCEN. This effort was part of a project aimed at defining job satisfaction in the enlisted force and relating it to retention.

Why do soldiers enlist? In an attempt to answer this question, soldiers were asked to consider 15 possible reasons

chance to learn a skill/trade to use in civilian life. Other influential factors included the opportunity for adventure, travel and new experiences; taking time out to find themselves, grow-up, and mature; service to their country; need for a job; and getting away from their hometown. These were the most important enlistment reasons for 84 percent of first-termers surveyed.

Nothing too astounding in those findings, but it may be interesting to note the lack of importance which recruits attached to enlistment options. Less than 5 percent considered the following options as being the most important reason they joined: training

recruiters is obtaining "quality" recruits. With this in mind the enlistment attractors for high school diploma graduates (HSDG) and their non-diploma counterparts were examined. In general, they tend to enlist for the same reasons with differences only in the degree of importance.

GI educational benefits accounted for 22 percent of HSDG enlistments and was also the most frequently cited reason for their enlisting. Learning a skill/trade to use in civilian life was the prime attractor for non-HSDG. It was interesting to note that the desire to serve the country was twice as likely to be selected by non-HSDG. On the other hand, the opportunities for adventure, travel, and new experiences were considerably more important to HSDG.

A great deal of similarity existed in the enlistment reasons cited by men and women. This was particularly true when only HSDG within these two groups were examined. There was an indication that women were more influenced by their chance to "see the world" since about one-fourth joined for travel, adventure or new experiences.

One thing the survey did show was the existence of a rather large group (approximately 20 percent of first-

... The desire to serve the country was twice as likely to be selected by non-high school graduates.

for joining the Army and indicate which was most important to their enlistment decision. In reviewing their answers, it was not surprising to note that many enlisted for reasons that would be personally beneficial.

As may have been expected, GI educational benefits (available before January 1, 1977) appeared at the top of their list followed closely by the

of choice; enlistment cash bonus; Army area/station of choice; and the unit of choice. Of course, we recognize that the training of choice is the vehicle for acquiring the work skills which were important. However, from the soldiers' perspective it was the ultimate goal (use in civilian life) which was paramount.

Certainly, a prime concern of re-

termers) who joined the Army with the idea of making it a career. These soldiers are more likely to have enlisted because of a desire to serve the country, a family history of military service, or wanting to be a soldier. Since they are about four or five times as apt to express positive views toward reenlistment, recruiting young men and women who regard the Army as a career can (in the long run) help reduce recruiting quotas.

Why do soldiers leave the service? Soldiers who were definitely planning to separate were asked to select the one reason, out of a possible 24, which was most important to their decision to separate. This group was examined because previous studies have shown that over 90 percent of individuals who expressed such an attitude toward reenlistment will actually separate.

The separation motives for the first-termers were far more varied than their enlistment reasons. Some of the factors selected were obviously associated with general discontentment or failure to accept the realities of Army life. Included in this area were the amount of busy work, harassment, and extra duties along with what they felt was too much concern for haircuts, appearance and discipline.

Other reasons identified were associated with their original purposes for enlisting. For example, using their GI educational benefits or employing their Army obtained skills in a civilian job. Two additional reasons frequently cited were low pay and allowances and a lack of "real work" to do in the Army. These six reasons accounted for about 55 percent of the potential separatees.

While recruiters are interested in obtaining "quality" recruits, those of you working as reenlistment NCO are concerned with why these individuals leave the service. Just as HSDG and non-HSDG tend to enlist for the same reasons they also separate for generally the same things. Therefore, the previous mentioned motives apply to both groups. However, GI educational benefits were the

prime enlistment attractors for HSDG and those who have achieved this goal are much more likely to separate to use them. They were also more influenced by a perceived lack of challenge and long or irregular duty hours.

While men and women enlisted for similar reasons there were considerable differences noted in their motives for leaving the Army. There was a tendency for personal factors such as relations with other people and physical well-being to be more important to women when making decisions regarding an Army career.

Over 12 percent of the women (as

life for any number of reasons may have unfairly expressed negative attitudes toward recruiting. It's easy to think of similar reasons why soldiers have expressed such low opinions of recruiting practices.

At this point you are probably wondering who cares whether or not recruits are "happy" with information received once they have enlisted. Well, there is a strong link between first-termers' attitudes toward recruiters and their reenlistment plans. So you as recruiters and reenlistment NCO should care. Remember how lasting your first impressions were of

There is a strong link between first-termers' attitudes toward recruiters and their reenlistment plans.

opposed to two percent of the men) stated that their "spouse wanting them to separate" was their main reason for getting out. This was the most important factor influencing the women to separate.

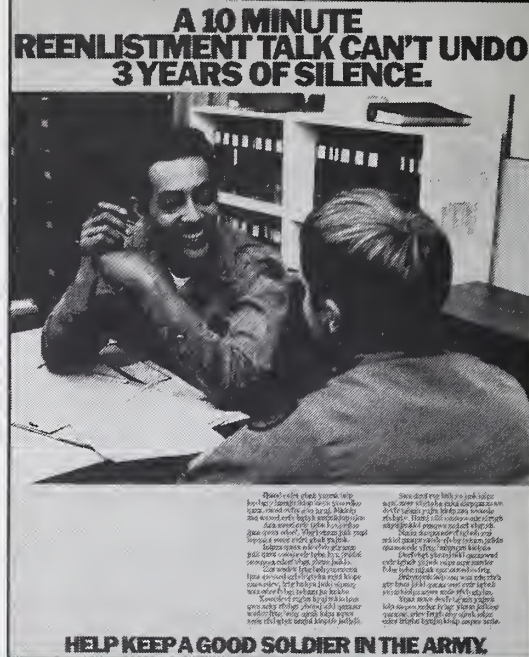
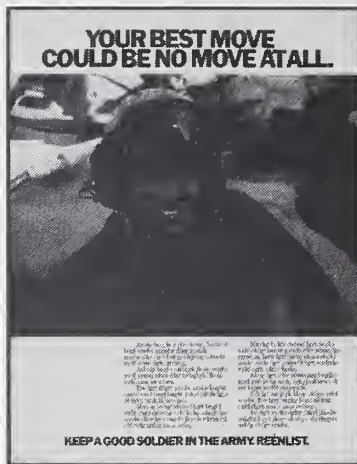
Women were also more likely to be separating because of having had the travel, adventure or new experiences for which they originally joined. Men, on the other hand, were more sensitive to situational factors (pay and allowances, haircuts, busy work). The men were also more likely to have enlisted to learn a skill/trade to use in civilian life, and having obtained this objective, were separating to employ these abilities.

How do soldiers feel about information received from recruiters? Unfortunately they do not (for the most part) have very positive views of what recruiters have told them about the Army. Over half (55 percent) of the first-termers surveyed disagreed that recruiters generally told them the truth about the service. Certainly it is recognized that many soldiers have practiced "selective listening." That is, they only listened to what interested them. Others who were simply discouraged or unhappy with Army

new experiences such as going to school or starting a job. These impressions tend to be very important in shaping your attitudes about the experience. Thus, if what you had believed to be true was contrary to what actually occurred your attitude would tend to become negative toward that experience. This is particularly important if what you were told (or not told) involved some of the less appealing but necessary features.

Now let's relate this back to the recruiters' job of "selling" the Army. In doing this, it is natural to stress the more desirable aspects of Army life such as pay, leave, medical and dental benefits, and educational opportunities. Likewise, it is easy to overlook or "play down" the more unappealing features such as "field duty," housing/barracks, and working hours.

So when (or if) you find yourself doing this, try to remember your greater commitment to the Army as a professional soldier and not as a salesman. Try to present a balanced picture of Army life. To help you in presenting factual information don't overlook the "So You Want to be a Soldier" brochure. Make sure your prospects have a copy and make sure that they have read it.



Pictured on these two pages are 8 of the 9 reenlistment ads designed for FY 80.

The FY 80 Reenlistment Ad

by CPT Terry Smith
HQ USAREC A & SP

Not only does the month of October mark the beginning of a new fiscal year, it also heralds the emergence of a new reenlistment advertising campaign.

In FY 80 certain reenlistment problem areas will be addressed in ads that feature individual headlines. The headlines "Uncle Sam Needs Me" and "Uncle Sam Needs Us" will no longer be used. The ads will continue to feature testimonials by soldiers who have recently reenlisted.

In all, there is a total of six new ads and three new billboards. You'll notice that one ad is not depicted as it is still in the final stages of production.

Other new projects planned for FY

80 include:

- a Desk Side Aid
- TV and Radio spots for use overseas
- a Direct Mail campaign to commanders

Reenlistment watch decals will continue to be distributed during FY 80. The Reenlistment Activities Reminder Schedule for 1980 will also be available.

An advertising campaign, no matter how big or small, is not dreamed up overnight. Personnel from USAREC, N. W. Ayer, and DA DCSPER meet to discuss reenlistment advertising strategy. From these discussions came the plans necessary to formulate an



KEEP A GOOD SOLDIER IN THE ARMY.



REENLIST.

Campaign

effective advertising campaign. You, the Reenlistment NCO, can play an important role in the development of such plans. If you have an idea that you feel will benefit the reenlistment advertising program, pass it along.

- Submit your ideas to your MACOM in order that they in turn can pass it up the chain for evaluation. Here at USAREC, we are receptive to ideas that will enhance the quality of reenlistment advertising. By working together, we can provide the United States Army the best reenlistment advertising campaign possible. Continued success in your reenlistment mission and best wishes for another outstanding year.

GETTING AHEAD DOESN'T HAVE TO MEAN GETTING OUT.



You've been in the Army long enough to know exactly what you'd like to do. If another job has a greater appeal, you don't have to leave the Army to get it. You can take advantage of the time you've still got left to see if you can change your MOS. SP4 Olivia Cunningham did just that.

After your first enlistment, the Army gives you the chance to change your MOS. I'm going to be-

come an Equal Opportunity NCO. That's something I always wanted to do. I think the opportunities in the Army are fantastic!

The Army has a lot of ways for you to go ahead. You can advance your MOS, duty stations, even get an assignment overseas. But you've got to take the next step. And that means talking with your Reenlistment NCO. You'll get all the facts on how you can get ahead by staying in.

DON'T LET YOUR BUDDIES MAKE THE WRONG DECISION FOR YOU.



Don't let your buddies make the wrong decision for you. Talk to your Reenlistment NCO. He'll give you all the facts on how you can get ahead by staying in.

KEEP A GOOD SOLDIER IN THE ARMY. REENLIST.

YOU'D BE SURPRISED WHAT YOU CAN GET IN YOUR NEXT ENLISTMENT JUST BY ASKING.



If you're always wanted a change, you can get it. Just ask your Reenlistment NCO. He'll give you all the facts on how you can get ahead by staying in.

After your first enlistment, the Army gives you the chance to change your MOS. I'm going to be-

KEEP A GOOD SOLDIER IN THE ARMY. REENLIST.

KEEP A GOOD SOLDIER IN THE ARMY.



REENLIST.

To keep a good person

by Joyce Lynch
SWRRC

Picture this: A soldier, exhausted after seeing the last of his travel-battered household goods offloaded into the rented house, is about to report in to his new unit. Weary as he is, he wants to make a good first impression, so he's managed to find the steam iron, his shaving gear, and his shoeshine kit, so he can look his best upon arrival.

Walking into the unfamiliar environment with a smile he hopes will hide his uncertainty, he is welcomed with these encouraging words:

"I don't know why they sent you here. We don't need anybody."

How the relationship must have progressed from such a beginning is not hard to imagine.

Now . . . picture another scene, a few months later: The same soldier is eligible for reenlistment, his ETS only weeks away. The Reenlistment NCO has begun to hover, noticeably, painting glowing word pictures of why he should stay in the Army. Even the Old Man calls him in for a re-up pep talk. From relative anonymity, the soldier finds himself, suddenly, the most wanted man in the outfit!

"All too often," laments one Reenlistment NCO, "the attention comes too late." The spokesman is Sergeant First Class Wilborn M. Kilpatrick, of Southwest Region.

Says the experienced Kilpatrick, "A good reenlistment program doesn't spring up 3 months prior to ETS — it begins the day a soldier reports to his unit.

"It isn't the job of just the Reenlistment Officer and NCO," he continues. Keeping good people in the Army is, he asserts, the responsibility of every person in the outfit. "Everybody, from the highest commander on down, has to get involved."

The sergeant expresses his own view as to how the people of a unit achieve this total involvement that binds them together into a team — a team to which they take pride in belonging.

"First of all," he says, "when they get word that a new person is coming in, they do everything they can do to make him or her feel wanted and needed as a part of the unit.

"They begin by assigning a sponsor, someone who'll send out a nice letter of welcome and meet the newcomer when he gets in. Then they take him around the unit, show him the areas he'll be working in, and introduce him to the people he'll be dealing with. Everybody goes all out to help him and his family get settled and make them feel good about being a part of the organization."

A commander who genuinely cares about the welfare, training and morale of his troops is a major influence on the esprit de corps that makes people want to stay in the Army, says Kilpatrick. "This is the kid of commander," he says, "who makes it a point to know each of his soldiers, and to let them know him and understand his policies and expectations. He briefs them when they come in, telling them why they are there, what their job and its challenges will be, and why that job

is important.

"He lets them know that they, the enlisted people, are the ones who really 'run' the Army, and that it's up to them to see that the job never becomes mediocre or dishonorable.

"He explains the unit's chain of command, and encourages them to follow it, because this is the way to keep everybody involved as a team. But at the same time, he makes himself available to his troops at all times, regardless of whether their problems are job-related, personal or both."

In matters of both award and discipline, says Kilpatrick, this kind of commander sets an example of fairness and integrity for his subordinates to follow. "It's no accident," says the sergeant, "that when morale is high, the reenlistment rate is much more likely to be high."

Because dedicated commanders do realize the essentiality of keeping good people in the Army, they are careful in their selection of Reenlistment personnel, advises Kilpatrick. "Unlike some who tend to treat Reenlistment as just a necessary evil, they pick NCO and officers who really care about the future of their soldiers."

The primary responsibility of these selected people, as Kilpatrick sees it, is not to persuade every soldier to remain in the Army. The decision to go or to stay has to be made by the soldier whose future is on the line.

"But it is the duty of the Reenlistment people," says Kilpatrick, "to make certain that every soldier not

in the Army: Get involved!

barred from reenlistment has all of the current information as to what options and benefits are available to him, information he needs to help him to make a sound decision about his future."

It is the duty of commanders and Reenlistment personnel to make sure that every eligible soldier is asked to reenlist, because, as Kilpatrick puts it, "everybody likes to be asked, whether they're sure they'd like to stay in or not, because this makes them feel that their work in the Army has been noticed and appreciated."

Kilpatrick points out that even when a soldier has not been successful in a particular MOS, unless he has actually been barred from reenlistment, he should be counseled on reen-

listment and given the opportunity to use his skills in another specialty.

Just as a reenlistment program does not begin 30 days prior to ETS, it does not end with one or two counseling sessions, Kilpatrick states. "It's got to be continuous effort — a continuous encouragement — throughout the soldier's assignment and throughout his career."

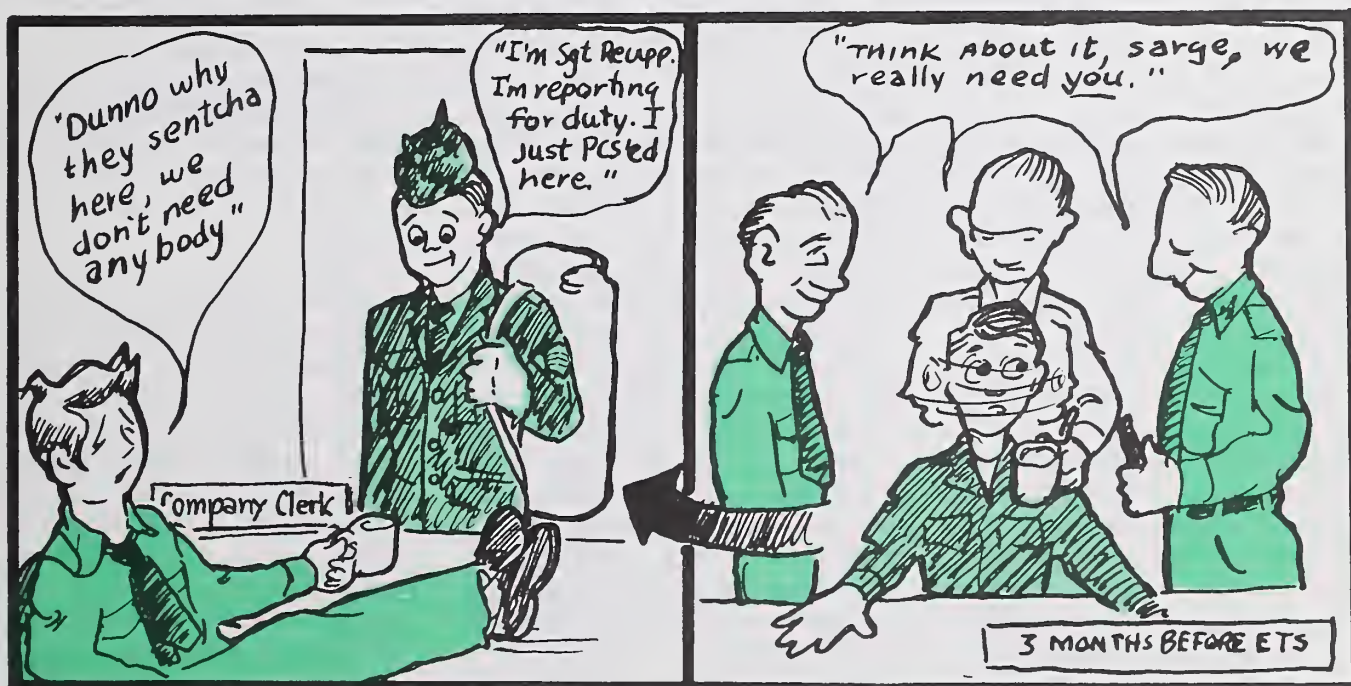
He observes that each organization has unique problems that impact on its reenlistment rate, but adds that the human element is common to all. He cites Recruiting as an example.

"Recruiters forget, sometimes, that the same benefits they sell to their enlistees also apply to them, so they need to be reminded. They have a hard job and are often discouraged, so

they need encouragement."

Morale is a tremendous factor, he says, in whether a recruiter says yes or no to reenlistment at a given time. "Let's say the Reenlistment NCO approaches him on a Monday morning. His production's lagging, and he's just made his first phone call to a prospect. The prospect hasn't had such a great weekend himself, so he tells the recruiter, graphically, where he can go and what he can do with his enlistment contract."

Once again, the patient Reenlistment NCO knows it's time to back off, temporarily, and bow to the ever-present human element — that intangible something that separates the people from the statistics.



Beneath the Green: A Soldier

by Joyce Lynch
SWRRC

Maybe all recruits look alike to some people. Hair still short after 8 weeks of basic training. The deep-olive color of new fatigues not-yet-drab from repeated launderings. But underneath those stereotypical exteriors lie some fine young soldiers not unlike the Audie Murphys of yesterday's Army. I met one of them today — 18-year-old Private Gregory Allen Schuring, from Dundee, IL.

Greg came to our office as a member of a work detail, pending the start, in a few days, of his AIT here at Ft. Sam Houston. He'll be trained to be a medic, MOS 91B.

Politely and energetically, Greg had gone about his assigned tasks, and when our office group took a coffee break, we invited him to join us. Fresh out of basic, he was somewhat ill at ease, at first, among the small circle of civilians.

But he soon learned he was among friends, and he seemed to welcome the chance to talk awhile.

He plays the bagpipes as a hobby, he told us, proud of the fact that he was invited to play at the White House for the last Presidential inauguration. He's looking forward to an assignment in Germany, he said, so that he can buy a set of bagpipes in Scotland.

Able to smile, now, about the grueling weeks just past, he told us about basic training — the drill sergeants he'd never forget, especially one of them.

"He didn't yell at us, like most drill

sergeants do. He explained things to us, and listened to us if we had a problem. And he corrected us when we did wrong," the young recruit explained. "He *did* things with us, too — played softball and stuff, almost like a dad."

Schuring recalled, smiling, his first survival training experience, when his unit went out on bivouac in the Ozarks. "Every so often, on the first day out there, I kept hearing the name 'Jake.' 'Look out for ole Jake,' they'd say. I thought maybe there was some weirdo out there in the woods, but nobody seemed to know. Finally we asked the drill sergeant. 'Oh, that's Jake the Snake,' he told us. As soon as we all realized 'Jake' was a rattle-snake, nobody had to warn us any more to 'watch out' for him."

The private told us about how he'd learned, in Basic, the importance of teamwork, on duty and off. "Like in the barracks," he said, "everything had to be spotless, for inspection. Some guys really didn't know how to do the things that had to be done, and some couldn't do the work fast enough, so we'd all pitch in and help each other. If we hadn't done that, there's no way we'd ever have passed an inspection."

One of the hardest things for the trainees to get used to, he said, was getting up so early (usually around 3:30) every morning. "If one person just couldn't wake up by himself, the other guys would help him — shake him, throw a little water in his face.

"Even when we went into town, we stuck together. Ten of us would go together. We'd pool our money — put in about five dollars each, so we wouldn't have to worry about over-spending. And we looked after each other, from the time we left the post till we got back to the barracks." This was another part of the "teamwork" Greg talked about.

But, mostly, he talked about his family back home — his mom, his truck-driver dad, his two teenage sisters, and two small brothers. "I sure do miss them," he said, wistfully, "especially my mom and dad." He missed

his friends, too, he said — a girlfriend, guys he "hung around" with, kids he went to school with at Dundee High.

It was then that I asked him "What made you decide to join the Army?" His answer could not have been more American if it had come from John-Boy Walton: "For my country," he said. "I was worried about what's happening to it — the SALT thing . . . inflation . . . the energy crunch . . . people just not seeming to care.

"I guess what bothered me the most was a conversation I had with some of the guys about my age, a while back. I'd won a trip to Canada for selling newspaper subscriptions. The other winners and I were sitting around, one night, talking about all kinds of things, and the subject of war came up. Someone asked, 'What would you do if the United States ever got into another war?'

"Some said they'd go to Canada, and that really upset me. I asked them where they thought our country would be, today, if everybody that was expected to fight for the country had run off somewhere during World War I and World War II and Vietnam and Korea.

"I guess they were afraid they might get killed. That doesn't scare me. But it does scare me to think that there are so many people who don't care any more about what happens to our country."

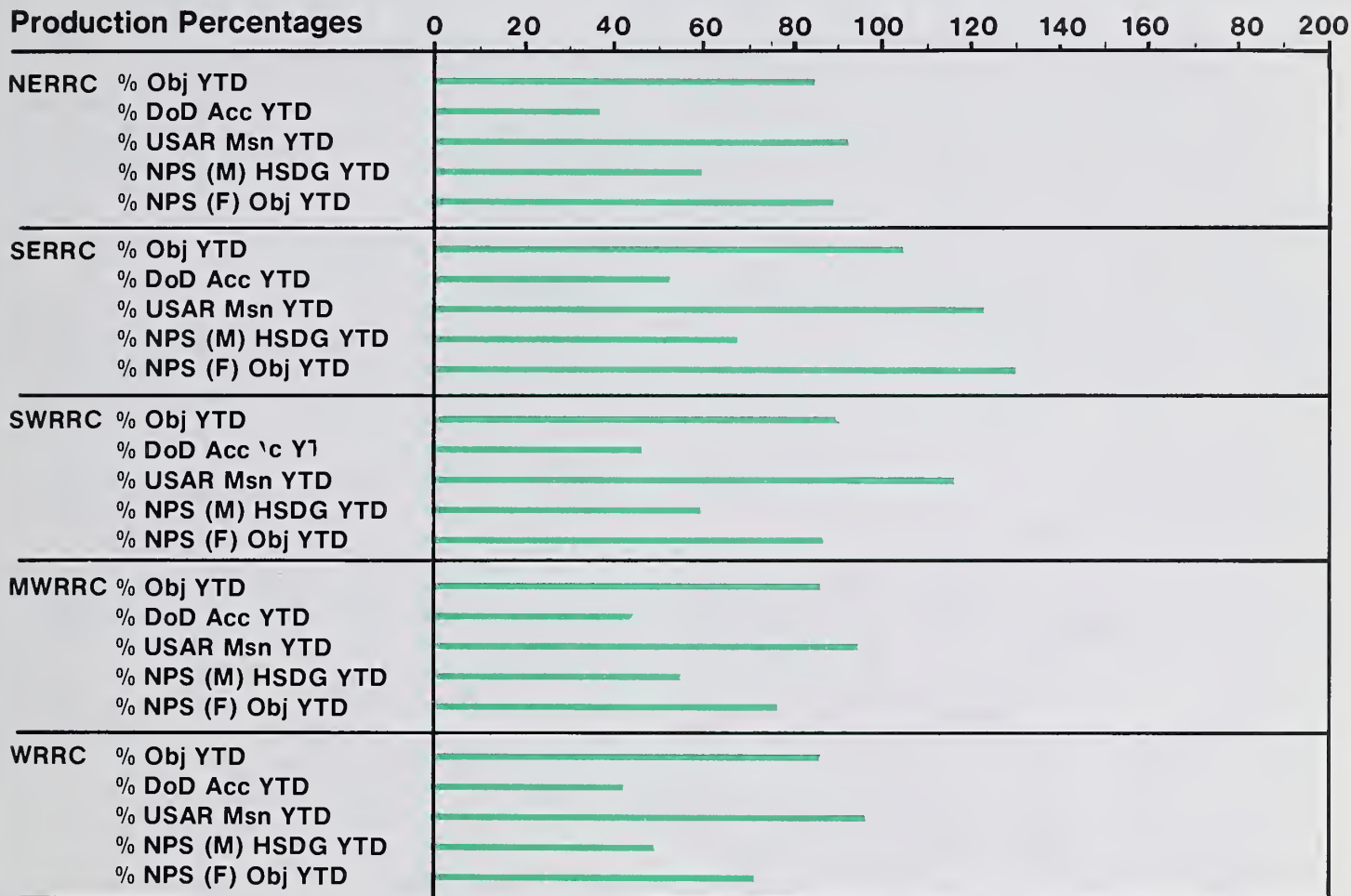
Clearly, Gregory Schuring cares. Cares enough to admit, shyly, that he gets "goosebumps" when he hears the Star Spangled Banner. Cares enough to be proud he's old enough to vote and to wear the uniform of his country.

I was interested to get to the bottom of this fierce patriotism in such a young soldier, so I asked him if his parents had instilled in him these values about *duty . . . honor . . . and country*. He shook his head and said "We never talked about things like that." Helpless to explain, he added, "It's just a feeling I have about being an American. I don't know where it comes from — it's just there." Down underneath all that not-yet-dab olive green.





Production Progress



DRC	Active	USAR	DRC	Active	USAR	DRC	Active	USAR
1. San Juan, PR	121.9	171.6	20. Nashville, TN	112.1	98.3	39. Denver, CO	117.4	80.5
2. Jackson, MS	118.5	133.9	21. Newburgh, NY	97.0	97.8	40. Boston, MA	77.6	80.3
3. Atlanta, GA	114.7	144.4	22. Cleveland, OH	109.5	97.3	41. Los Angeles, CA	121.2	80.2
4. Baltimore, MD	108.4	106.3	23. Salt Lake City, UT	82.2	95.5	42. Portland, OR	90.4	79.8
5. Honolulu, HI	106.7	86.7	24. San Antonio, TX	121.1	95.5	43. Santa Ana, CA	109.7	79.3
6. Miami, FL	106.2	126.4	25. Sacramento, CA	130.2	89.6	44. Phoenix, AZ	106.0	78.9
7. Raleigh, NC	106.0	132.8	26. Columbus, OH	103.8	86.1	45. Syracuse, NY	95.8	77.4
8. Columbia, SC	105.9	115.5	27. Peoria, IL	95.6	84.9	46. Harrisburg	79.1	77.2
9. Montgomery, AL	105.8	116.3	28. Oklahoma City, OK	112.8	84.4	47. Seattle, WA	93.9	75.0
10. Jacksonville, FL	104.5	119.1	29. Charlotte, NC	128.2	84.0	48. Pittsburgh, PA	77.9	74.6
11. Richmond, VA	104.3	135.4	30. Beckley, WV	103.7	83.9	49. Kansas City, MO	101.6	74.1
12. New Orleans, LA	104.3	118.1	31. Long Island, NY	97.2	83.7	50. Omaha, NB	74.1	74.0
13. Cincinnati, OH	104.3	108.7	32. Albany, NY	97.0	83.6	51. Niagara Falls, NY	85.5	73.3
14. St. Louis, MO	102.5	108.9	33. Fort Monmouth, NJ	111.4	83.4	52. Lansing, MI	99.1	73.3
15. Chicago, IL	101.9	100.8	34. Albuquerque, NM	101.1	83.0	53. Detroit, MI	111.3	70.9
16. Louisville, KY	101.5	109.0	35. Philadelphia, PA	94.6	81.7	54. Minneapolis, MN	85.0	70.9
17. Indianapolis, IN	100.4	108.7	36. Concord, NH	60.7	81.4	55. Dallas, TX	111.0	69.0
18. Little Rock, AR	100.0	110.0	37. Des Moines, IA	63.9	80.9	56. New Haven, CT	70.7	61.8
19. Houston, TX	99.4	106.8	38. San Francisco, CA	89.8	80.8	57. Milwaukee, WI	67.5	58.9

— % NPS (m) DoD a/o 31 Aug. 79
 — % USAR MSN a/o 31 Aug. 79
 — % NPS (f) OBJ a/o 27 Aug. 79
 — Others a/o 17 Sept. 79



A RETIRED ARMY SERGEANT FIRST CLASS beamed with pride at Fort Knox as he recounted two generations of "unblemished military service that's still going strong."

The old soldier drove some 800 miles from Midwest City, OK, to witness the re-enlistment of his son Virgil, a sergeant in Company B, 4th Battalion, 54th Infantry, 194th Armored Brigade.

The commander of Co. B, **Captain Jonathon H. Benedict**, called **Jack W. Herrin** "the kind of guy who keeps the Army spirit alive. He's an old soldier who says he still gets a lump in his throat every time he sees

achieved in just two generations. The family military tree started with the elder Herrin's 23 years.

His oldest son, **James**, carried on the tradition, serving 10 years in the Navy as a petty officer second class. James' wife added to the total with 4 years of naval service.

In addition to Virgil Herrin, who has 6 years of service to his credit, there are two other sons, who currently serve on active duty in the Air Force. Sergeant Charles Herrin has more than 8 years of military service; his brother, **Robert**, has served 7 years.

"A caring father such as Mr. Herrin is a commander's dream," Benedict said. "He says he supports the commander 100 percent and that he will do anything he can to improve his son's lot in the Army."

"If there were more families that supported their children as much as Mr. and Mrs. Herrin do, it would make the job of a commander a lot easier. It was a rare pleasure to meet parents who care so much." (US Armor Center, Ft. Knox)



Standing between two proud parents, SGT Virgil Herrin, Company B, 4th Battalion, 54th Infantry, displays his discharge certificate after his reenlistment ceremony June 13.

the American flag."

Herrin was smiling as his son took the oath of reenlistment from Benedict. The younger Herrin rejoined for 5 more years.

The family's current total is 58 years, a record

TO GENERATE INCREASED INTEREST, support and commandwide penetration of the high school and college market during FY 79, Northeast Region established its exclusive "Club 18."

Active Army recruiters' membership in "Club 18" is based on enlisting 18 NPS male or female high school seniors or college students in the Delayed Entry Program during a period of one year, July 1 through June 30.

Reserve recruiters' membership is based on enlisting a specified number of NPS male or female, HSG, college students, or HSGED during a designated time period. This year the time period was shorter than that required for active duty recruiters because all DRC did not assume the USAR recruiting mission at the same time. Also the number of enlistments required for membership varied according to when the DRC began the USAR recruiting mission.

Among the first to qualify, Providence Reserve Center's **Sergeant First Class Anthony Campopiano** acquired his 12th enlistment on June 28 and was enrolled into the exclusive club.

Sergeant First Class Roy Whitfield, station commander at Fall River, MA, earned his membership in March. Since then he has acquired one more enlistee for a total of 18.

At Ft. Hamilton, NY, **Colonel Richard F. Carvell**, commander of Northeast Region, presented **Staff Sergeant Frank A. Diadato** of the Long Island DRC with the

Club 18 award. This was Diadato's second award for recruiting excellence since joining the DRC in January 1978. He has also been awarded the gold badge by achieving 150 percent of mission for a quarter.

There were others who qualified through hard work and deserve applause, and there were many who should be commended for a job well done even though they didn't quite achieve their goal. All recruiters were performing their regular recruiting of applicants in addition to those needed for "Club 18" membership. (Bill Gottlieb, Long Island DRC/Gardner Dean, Boston DRC)

THE US ARMY EXHIBITION PARACHUTE TEAM, the Golden Knights, was in the spotlight recently at the Provo, UT airport as part of Provo's 4th of July Freedom Festival celebration airshow.

Some 50,000 people witnessed the Knight's precision maneuvers as they descended onto the field.

Sergeant Robert Olguin, Provo recruiter, did an excellent job of handling the many details involved in coordinating the Golden Knight's appearance at the show. In cooperation with the Salt Lake City DRC, Olguin arranged to have the Golden Knights on hand



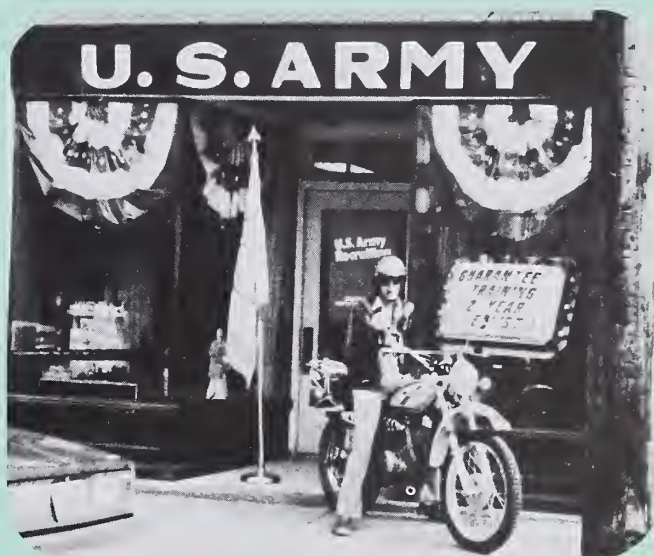
A member of the Army's exhibition parachute team, The Golden Knights, makes a perfect stand-up landing at recent Freedom Festival Airshow in Provo, UT.

for autographs immediately following their demonstration. The autograph session was held against a backdrop of Army vans, an Army Reserve funnycar, and the Freedom Festival Queen. "The Golden Knights

represented the Army in a highly professional manner. They were very well-received by the crowd." said Olguin.

The Knights received wide media coverage both in Provo, and the nearby cities of Ogden, Heber and Salt Lake. Representatives from radio stations were present, and the three major television stations shot footage which was used in newscasts at 6:00 and 10:00 p.m. (Ray Graham, Salt Lake City DRC)

FIRST TO LAY CLAIM on the 1980 first DEPer was



George F. Brandow is shown astride his motorcycle in front of the Army's Bradford, PA Recruiting Station.

Sergeant First Class James A. Scheffer, Bradford, PA Recruiting Station. Scheffer believes that **George F. Brandow**, a senior vocational student at Bradford Senior High School, was the first in the Nation to enlist in the DEP for next year.

Brandow took the ASVAB test in October 1978 and indicated an interest in the Army. Scheffer contacted Brandow and later enlisted him as an Armor crewman with a cash enlistment bonus of \$3000. Brandow leaves for active duty in June of 1980 and will receive his basic training at Ft. Knox, KY.

Brandow's enlistment won't set a world record, but Scheffer thinks it belongs in the files of USAREC as No. 1. (Ray Petit, Niagara Falls DRC)



"IT'S ALL UP TO YOU, what you get out of the Army. There are so many doors open to you," commented **Specialist Four George N. Despodites**, a soldier who has spent a lot more time than most looking at civilian versus Army opportunities.

Despodites left the Army with high expectations for civilian life. Now he is back.

It wasn't an inability to find a job that made Despodites decide to come back. It was a matter of personal job satisfaction.

"Not much has changed," Despodites noted. "But I find I have a lot more in common with some of the career soldiers around here now than I had with my previous enlistment."

What advice does Despodites have for the first timer thinking about getting out?

"If anybody wants to get out, that's his business. But, make the decision for yourself. Don't get out just because someone you know is doing it."

(SP4 James B. Snyder, 565 Engineer BN Information Office)

FIFTH SIGNAL COMMAND'S 102d Signal Battalion in Frankfurt, Germany, will get a boost in its reenlistment department.

Sergeant First Class Donald Fields has been named the Reenlistment NCO of the Year for the Army. He earned the title of Reenlistment NCO of the Year for the US Army Training and Doctrine Command (TRADOC) at Ft. Bliss, TX, 2 years in a row before winning the coveted Army-wide title this year.

Fields doesn't feel he has to make any changes in the 102d's current reenlistment program, just supplement it. "I feel I have good support from the battalion, which is important," Fields said. "I want to establish a high profile here. People have to know who they can talk to — not just about reenlistments but other facts of military life as well."

What is the Army's biggest reenlistment problem? "We're losing the middle managers," Fields explained. "There are not too many benefits to entice E-5s and E-6s anymore, so they're not reenlisting. I think we need a more concentrated effort on keeping these people in the Army."

But Fields doesn't believe in pushing anyone into reenlisting. "You're not going to get anywhere with people if you hassle them," he said. "You have to gain their trust and confidence by helping them out. We're in the people business, here to help the soldier. I try to be

knowledgeable so I can answer any questions they have about regulations or benefits or whatever else."

Being able to talk and deal with people — officers or junior enlisted personnel — and plenty of knowledge are the main characteristics of a good reenlistment NCO, Fields said. And he feels that's what helped him earn his title.

In addition to those traits, Fields is ranger, airborne, and Special Forces qualified and is a Purple Heart holder. He also has a BA degree in sales/personnel management. (PFC Patricia Dreher, HQ 5th Signal Command)



SSG Ronnie J. Perdue, Army, (center) Company A, 1st Battalion, 67th Armor, 2d Armored Division, takes advantage of a break in the action to reenlist. His commander, CPT Walter Sharp, administered the oath of enlistment during the deployment phase of Brave Shield at Ft. Hood, TX. Brave Shield 19, sponsored by the United States Readiness Command, has approximately 21,000 Army Air Force, Active And Reserve Component personnel participating in the exercise.

BROADCASTERS from Moline Channel 8 and Peoria Channel 19 accompanied guidance counselors on the March 27-29 educator tour to Fort Knox, KY. The tour was coordinated by **Ms. Lillian Wire**, Peoria DRC education coordinator and DRC Executive Officer **Major John A. Peck**.

The television news representatives spent part of their time with the regular members of the tour and the

rest in company of a Fort Knox Public Affairs Officer. They were allowed to film whatever appeared newsworthy to them, and interview trainees and trainers as they went.

Channel 8 cameramen started with the famed gold vault at Fort Knox, then turned their attention to classroom training, a female helicopter crew chief, and a youngster from Iowa who was being tested on a tank's electrical system. They also shot footage at the rifle range.

Channel 19 personnel started at 6 a.m. filming basic trainees doing PT. They interviewed AIT trainees and got shots at the rifle range, the main gate, and the airfield. They were scheduled to do a four-part program on the trip in mid-April. (Nadine Luc, Peoria DRC)

ALL THE INGREDIENTS FOR a successful promotion were there: Army heavy equipment, pretty girls, VIP, the media, even a hot air balloon . . . it was all there for Flag Day in Nampa, ID. The mixture, combined with good hard work, yielded much success in promoting Army opportunities.

Staff Sergeant Spike Armitage, newly assigned Commander of the Nampa recruiting station had the idea of staging a huge military equipment display at Nampa's Karcher Mall in connection with Flag Day and the Miss Idaho Beauty Pageant. The promotion included Miss America 1978, Miss Idaho 1978, and the contestants for Miss Idaho 1979.

It was an ambitious plan, but, Armitage transformed it into reality. For the Army equipment he turned to the Army National Guard. They were more than happy to cooperate, and provided over twenty pieces of Army heavy equipment including an M-60 tank, a World War II Sherman tank, a UH-1 helicopter, an M-109 155 mm howitzer, trucks, cranes, and other Army engineers equipment. A hot air balloon was provided by the Salt Lake City DRC's Army National Guard advisor, **Sergeant Mike Elkins**.

Of course, the real test of a successful promotion is whether or not it generated any leads, or put some people in the Army. Armitage reports that he had almost fifty good leads for the Active Army. The Army National Guard had fourteen enlistments and the Army Reserve received several productive leads. In addition, the Army's image in the Nampa-Boise area of Idaho was greatly enhanced.

Summing up feelings about the Karcher Mall Pro-

motion, Sergeant Armitage said, "not only was it a huge success, but it was heck of a lot of fun, as well!" (Ray Graham, Salt Lake City DRC)

THE FIRST TO WELCOME a helping hand, **Sergeant First Class Don Bonner**, newly assigned commander of the still "fledgling" Artesia, recruiting station got exactly that kind of grand opening "helping hand" from hometown recruiter **Staff Sergeant Roger Gallarde**.



SSG Roger Gallarde (left) joins the ribbon cutting line at the new Artesia, CA, Recruiting Station. From left are: Gallarde, Mayor Bob Jamison, Councilwoman Gretchen Whitney, Councilman Jim Van Horn, Santa Ana DRC commander, COL Jimmie E. Barnes, station commander SFC Don R. Bonner and Long Beach Commander CPT Mark Fuller.

Gallarde has been working the Artesia area for 3 years and has developed a close working arrangement with the community's "local influencers."

Up until February, the diminutive fireball of a recruiter worked out of the Long Beach recruiting station, but with the new Artesia opening was able to move deep into the heart of his hometown operation.

"Through Gallarde's acquaintance with the community," said Bonner, "we were able to set up a grand opening that involved many of the community leaders."

Present for the ribbon-cutting ceremonies were Artesia mayor **Bob Jamison**, city council members **Jim Van Horn** and **Gretchen Whitney**, the president of the Chamber of Commerce and several town directors.

The festivities were also covered by the community newspaper.

"It was a bonus to have the benefit of Gallarde's community interest and knowledge," Bonner said. (Maxine Dougan, Santa Ana DRC)



TELEVISION CAMERAS ROLLED and instamatics clicked as 1,000 people gathered in front of Independence Hall in Philadelphia for the dual celebration of the Army's 204th Birthday and Flag Day.



Philadelphia DRC distributed 150 pounds of cake after a celebration of the Army's 204th Birthday and Flag Day.

A few blocks away, however, festivities at Betsy Ross's house were pulling away some of the media coverage. In another corner of the historic park, shouts of rallying Government workers drew away some more of the cameras.

Undaunted, the Ft. Dix band played a little louder, and the post commander, **Major General Robert Sennewald**, stepped up to reenact the swearing-in of 35 enlistees. (It worked. On the 11 o'clock news that night, there were the DEPers lined up in Army T-shirts.)

Throughout the speeches and awards presentations, the audience had been hungrily eying the red, white and blue cake baked by a Ft. Dix culinary arts team. Finally amid musical strains of "Happy Birthday, dear Army," a Philadelphia judge stepped down to cut the cake, and the Philadelphia recruiters took charge until the last piece of the 150-lb creation had been distributed. (Janet Luffy, Philadelphia DRC)

BACK IN 1975 Master Sergeant Dennis J. Byrd, in his quest to further his own education as well as studies for other Army recruiters, contacted several area colleges and universities in an attempt to establish a local campus in Dayton.

As a result of this early exploration a small campus was established in Dayton with curriculum to fit the off-duty study needs of the Cincinnati DRC recruiters. Later the small campus was relocated to the Federal Building in downtown Cincinnati and the Army recruiters moved to this location to further their studies.

It paid off. Last June, nine DRC recruiters, **Sergeant Major Alfred Grounds, Jr.**, **Master Sergeants Dennis J. Byrd**, and **William E. Jackson**, **Sergeants First Class Calvin L. White**, **Phillip Bryan**, **Phillip E. Frabott**, and **Marvin Phillips**, and **Staff Sergeant Marvin F. Vanderventer** graduated with a bachelors degree in Business Administration. (Cincinnati DRC)

WHEN CAREER COUNSELORS talk to potential reenlistees about re-upping, many probably wish they had a hammer to drive home one of their points. In the 1st Battalion, 41st Infantry, 2nd Armored Division, a big hammer is used — a "Sledge hammer."

Staff Sergeant Lee E. Sledge is the tool with which his unit has managed to sweep virtually every reenlistment program award or record the division has to offer.

Sledge spends countless hours sitting behind a desk pushing paperwork, but the meat of his work is done by talking to the soldiers in his unit. With the Infantry, that means "beating the bushes" and going to the field some of the time. Attending unit sporting events offers Sledge opportunities to contact individuals on a relaxed basis. Routine visits to company work areas such as the motor pool are also part of the day's work.

The native Texan attributes his success to trust. "Most of the men in this unit hold infantry MOS and you cannot lie to them. They know their Army," he said. (HQ 2nd Armored Div, Ft. Hood)

COVERING A TIME PERIOD from the Civil War to the present, **Stephen L. Strayer** recently enlisted in the Army in the footsteps of his father, grandfather and great-grandfather.

Stephen, who is from Warwick, RI, was sworn in by **Major Richard T. Kelley**, Boston DRC executive officer, while his father **Charles L. Strayer**, looked on.

Stephen's great-grandfather, **John W. White**, served as a corporal in the 27th Kentucky Volunteer Infantry of the Union Army from 1861 to 1866.

Next came grandfather **Charles W. Strayer**, a ser-

geant in the Army at Ft. Sam Houston, TX from 1917 to 1920.

Stephen's father, Charles, served in Korea as a staff sergeant with the Air Force in 1951 and later as a sergeant in the Army Air Defense Command from 1964 to 1966.

Does the line stop there? No. Stephen's brother, **Charles B.**, is a sergeant in the Army Recruiting Command and has been stationed in Elyria, OH since 1973.

What prompted Stephen to go Army like his family before him? "To learn a skill and travel," he said. Was there any other influencing factor? "Yes, my brother, the recruiter, helped me make up my mind!" (David P. Welsh, Boston DRC)

HIGH SCHOOL AUDITORIUMS in eastern North Carolina resounded with the musical theme from "Rocky." Students rose from their seats and screamed their approval. No, the twenty musicians seated on stage dressed in flaming red coats and playing their hearts out were not the latest nationals craze, but none other than the 82d Airborne Division Stage Band, out of Fort Bragg, NC.



The 82d Airborne Division Stage Band, under the direction of CW2 John Hamilton, Jr., performed for high school students on a recent 2-week tour of eastern North Carolina.

The band loaned its services to the Raleigh DRC for 2 weeks as part of a promotional effort to encourage young people to enlist in the Army. The band is the only "airborne" qualified band in the armed services. To join

this elite group of military musicians, a soldier must, in addition to completing basic combat training and advanced individual musical training, complete basic airborne school before being assigned to the 82d Airborne Division Band. The band was activated in April 1942 at Camp Claiborne, LA, one month after the activation of the 82d Infantry Division. During World War II the band followed the division and played for the troops when the occasion arose while performing other details. The group operated as a marching unit, a concert band and a dance band to boost troop morale. It officially participated in four campaigns: Naples-Foggia, Rhineland, Ardennes-Alsace, and Central Europe. In 1965 the band served in the Dominican Republic and was used to present programs for the Dominican people in conjunction with the civil affairs program.

Today the band is consolidated with the Adjutant General Company of the Division Support Command. Members are carefully selected, based on their musical background. They must also obtain a minimum score during an audition. All of the present band members have a wide range of musical experience with some having a professional background.

The 2-week band tour through eastern NC proved beneficial to both the 82d and the recruiters. Everywhere they performed they received rave reviews and as one recruiter said, "The favorable Army image they presented did much for the recruiting business." (Mary Jane Griffin, Raleigh DRC)

THE DALLAS AFEES has a new commander, Navy Lieutenant Commander **Jack L. Londont**. Londont, from Ft. Worth, TX, assumed command of the AFEES from Army Major **Edwin H. Henry**, who served at Dallas for 2 years and now goes to the 101st Airborne Division at Ft. Campbell, KY. (HQ MEPCOM, Ft. Sheridan)

The newly assigned NCOIC of WRRC's Professional Development Division, SGM Dona Dunbar, is "back home" again.

With the exception of her previous assignment at the Sergeants Major Academy at Ft. Bliss, TX, she's spent all 12 years of her recruiting field duty in what is today Western Region. "I guess you can say I've gone the full circuit," she said. "it's the same region, just different names." (Don Norton, WRRC)



Station Training

One Commander's View

During Sergeant First Class Harold White's three-and-a-half years of recruiting duty he has grown from commanding the small Roseburg, OR station to taking over a medium-size station in Medford, OR. While training two interns as part of his four-man staff, White has put the Medford station into a position of being over 100 percent production for a number of consecutive months. During a recent interview for the all VOLUNTEER, White offered some interesting concepts of station training.

all VOLUNTEER: Sergeant White, you've taken a depressed station and made it a success during a very short period of time. What are some of the techniques you've used in the process?

WHITE: Well, first of all, each recruiter in this station is a person and an NCO. We all share a respect for those facts. I guess that's probably where it begins. We have a mutual trust of each other and we operate as a team. We use each other's abilities to be successful.

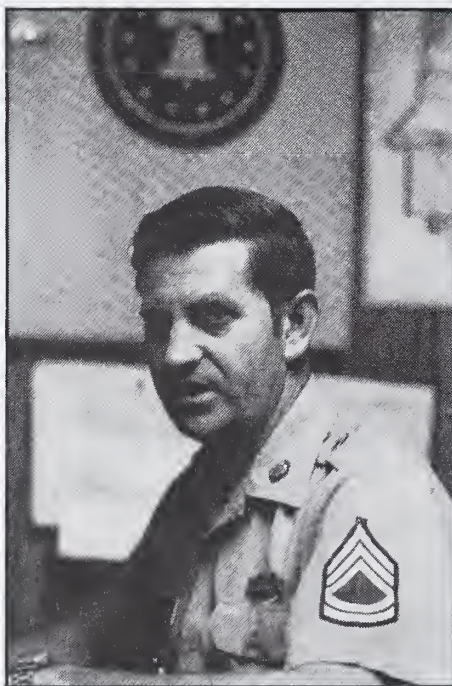
all VOLUNTEER: Can you be specific?

WHITE: Okay. Let's take training. I'm a stickler for training. Here in Medford if we're not training new recruiters and giving them skills needed to do the job, we're working on sharpening the skills of the experienced recruiter. Our training is always a group thing. Sometimes I'll ask two recruiters to observe a third one who is interviewing an applicant. The two make notes and after the applicant leaves, we go over the notes together.

all VOLUNTEER: Do recruiters take this sort of criticism in good faith?

WHITE: Yes. They take it in good faith because I make it very clear to a new recruiter that he will be critiqued by

by Ron Hoss
N. W. Ayer ABH International
Portland DRG



"... each man in this station is a person and a non-commissioned officer. We all share a respect of those facts. I guess that's where it probably starts. We have a mutual trust of each other and we operate as a team."

both me and his fellow recruiters. But I also make it plain that this criticism will always be constructive. I have a feeling that, if you criticize the way a person does a job, then you have an obligation to show him how he can do better. That's what our training philosophy is all about.

all VOLUNTEER: You mentioned a moment ago about sharpening the skills of an experienced recruiter. What did you mean by that?

WHITE: All of us can get complacent in what we are doing. That's just human nature. Therefore, in working with the experienced recruiter we're making sure that he stays free of bad habits and that he stays abreast of current changes in recruiting techniques.

all VOLUNTEER: What are some of the items you stress in your training?

WHITE: Of prime importance is the knowledge of the regulations and the procedures for getting a person into the Army. It breaks me up to see someone not able to enlist simply because a recruiter does not know the regulations. I don't mean memorizing them, but knowing where the in-

formation is and how to get it out. That's important.

We try to work with the language that recruiters use. Sometimes we lose sight of the fact that we're operating in a civilian world. I think we tend to intimidate some applicants by using what to us are familiar acronyms, but to the applicant are terms completely without meaning. I stress to recruiters the need for spelling out things like the Armed Forces Entrance and Examining Station and not calling it "the AFEES." AIT should be identified as Advanced Individual Training.

all VOLUNTEER: Do you work on actual sales training?

WHITE: Basically we use a modification of the Lee DuBois course. We emphasize three main areas: the qualification, the actual sales message, and the closing. I think each area is important. I think the recruiter has to be attuned to what the applicant is looking for during the qualification part. The qualification basically sets the pace for the sales message. And, of course, the closing is the part of selling which is all important — asking

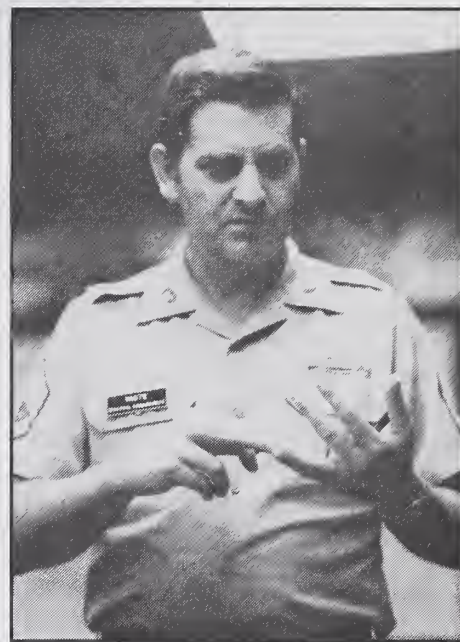
for the order, or in this case the enlistment.

all VOLUNTEER: Does your training stop with salesmanship and regulations?

WHITE: No, it doesn't. From time to time I ask for input from recruiters about how they think we're doing or how they might handle a problem. I say, "Here's a situation. You be the the station commander and tell me how you'd resolve it." You'd be surprised at some of the good ideas and suggestions that I have gotten back from these encounters.

all VOLUNTEER: Training is extremely important to you, isn't it?

WHITE: Yes. I consider in-station training to be a key to success. We train soldiers in basic training all about how to fight, but until they get into combat, they can never know what it's like. The same thing holds true with recruiting. All of the schooling in the world will not make a successful recruiter. He or she must be shown how to use the schooling and how to develop new skills at the local firing line level. And that's what we try to do.



"First of all is the knowledge of the regulations and the procedure for getting a person into the Army."



"I think we tend to intimidate some applicants by using what to us are familiar acronyms, but to the applicant are terms completely without meaning."

RETAIN

The Army's automated reenlistment system

Prepared by REQUEST/RETAIN Office
USA MILPERCEN

RETAIN was established as a major part of the Army's reenlistment program in June, 1977. It is a system of remote computer terminals located at 44 activities or posts throughout CONUS (including Alaska and Hawaii) and 4 locations in Germany. It is designed to provide information in the shortest possible time to soldiers considering reenlistment. This includes information on assignment vacancies and available school quotas based upon the soldier's qualifications and desires.

HOW IT WORKS

It all begins with a soldier's visit to his unit reenlistment NCO's office. Options are discussed and, depending on the soldier's qualifications, one or more are selected. The reenlistment NCO then goes to the post or activity reenlistment office, where the RETAIN terminal is located, and enters the soldier's social security number into the system by using a keyboard similar to that of a typewriter.

The terminal will then display the following data about the soldier for verification by the reenlistment NCO.

- Name and social security number.
- Base pay entry date and basic active service date.
- MOS.
- Grade and date of rank.
- Skill qualification identifier and additional skill.
- Sex and date of birth.
- ETS.
- Security clearance code.
- Language code, if any.

- Civilian education code.
- DEROS, if applicable.

If any of this information is incorrect, it can be changed through normal SIDPERS transactions. After the data is reviewed, the reenlistment NCO enters the soldier's choice of reenlistment options.

QUALIFICATIONS TEST

Once these data have been placed in the system, RETAIN automatically makes a partial check of the soldier's qualifications (for example, it checks the basic active service date and basic pay entry date to ensure that the soldier meets the time-in-service re-

RETAIN attempts to match the soldier's preference and qualifications to either an assignment or to a service school quota depending on the chosen reenlistment option.

quirement for reenlistment). A complete check is made later through the Centralized Assignment Procedures System III (CAP III) before assignment instructions are issued. CAP III is an automated information system designed to assist in making enlisted assignments.

If the soldier is eligible for reenlistment, RETAIN attempts to match the soldier's preference and qualifications to either an assignment or to a service school quota, depending on the chosen reenlistment option. The entire process can normally be completed in a matter of minutes.

This represents a great improvement over previous methods of

providing reenlistment data to the field. Before RETAIN, all communications between reenlistment NCO in the field and MILPERCEN were handled telephonically. The reenlistment NCO had to call the Force Management Branch of MILPERCEN's Enlisted Personnel Management Directorate (EPMD), which then had to manually process the application.

This processing included making a check of the individual's reenlistment qualifications against the Enlisted Master File, obtaining either an assignment or a school quota, and then calling the information back out to the reenlistment NCO. In most cases, this required coordination with other branches within MILPERCEN and usually a great deal of time. The chart shows how RETAIN has reduced the response time for the six most frequently requested reenlistment options.

As the chart shows, response time for overseas reenlistment activities is significantly higher than for those located in CONUS. This is because RETAIN terminals have not yet been installed at most overseas locations. Currently, most reenlistment applications from overseas must be made telephonically to MILPERCEN. They are then placed into the RETAIN system by a team whose sole job is to receive and process these requests. Responses are then phoned back to the reenlistment activity.

Four RETAIN terminals have been installed, on a prototype basis, in Germany. It is hoped that within the next few years, depending on availability of funds, RETAIN terminals can be installed worldwide.

NO ASSIGNMENT AVAILABLE

In addition to long response times, an area of concern with the previous system was the tremendous number of "no assignment available" responses received when a soldier requested reassignment to one specific area as his reenlistment option. This resulted in the reenlistment activity having to repeatedly telephone the same information into MILPERCEN until an assignment was received, the soldier changed his preference, or until he decided to leave the Army.

Under RETAIN, once the personal data has been entered into the system, and the partial qualification check has been made, all unfilled requisitions in CAP III are searched; and if a vacancy exists at one of the soldier's preferences, an approved reenlistment control number along with an assignment line and control number are instantaneously issued.

SOLDIERS ALTERNATIVES

If no vacancy exists the soldier still has several options from which to choose. These are:

- **Placement on the wait list.** This is used primarily for those soldiers

who choose assignment to one specific area as their reenlistment option. When an individual is placed on the WAIT list, the system screens the soldier's preference against all open requisitions on a weekly basis. This process, called AUTOMATCH, is accomplished at the beginning of each week when additional requirements are placed on the CAP III system. Whenever a match is made, the reenlistment activity is notified via RETAIN and a control number is issued.

In addition to this automatic weekly review, the WAIT list is reviewed regularly by the career assignment managers of EPMD. There, an effort is made not only to match the soldier's preference to currently open requisitions but also to determine if a match can be made against projected requirements up to nine months in the future.

- **Query the system for an offer.** When a requisition is not found in one of the areas of choice, and the applicant will consider an assignment to another area, an offer may be requested. RETAIN will then automatically conduct a search of all existing requirements which call for the soldier's qualifications and if one

is found, immediately issue an offer upon which the soldier will have up to ten days to accept or reject.

If no assignments immediately exist on RETAIN within the soldier's primary MOS, he may be placed on the WAIT list with a special code which indicates an offer is desired. During screening of the WAIT list, the assignment manager of EPMD will extract these specially coded names from the list and either issue an assignment to one of the preferences or make an offer. This procedure gives the soldier an alternate selection without his trying to guess where vacancies may exist.

- **Neither of the above.** If an assignment is not immediately available in one of the selected areas and the soldier chooses not to be placed on the WAIT list or have an offer made, the system will tell him "no assignment available." This allows the applicant to select another reenlistment option or change assignment preferences.

SCHOOL SEATS AVAILABLE

Another area in which RETAIN is useful to the reenlistment community is service school quotas for those considering that reenlistment option. This is

<u>OPTION</u>	<u>OLD SYSTEM</u>	<u>RETAIN</u>	
		<u>CONUS</u>	<u>OVERSEA</u>
EXTENSION OVER 12 MONTHS	1-2 DAYS*	INSTANTLY	INSTANTLY -1 DAY
PRESENT DUTY ASSIGNMENT	1-2 DAYS	INSTANTLY	INSTANTLY-1 DAY
ARMY SERVICE SCHOOL	7-14 DAYS	INSTANTLY	1 DAY
OVERSEAS AREA	3-7 DAYS	INSTANTLY	1-3 DAYS
CONUS STATION OF CHOICE	3-7 DAYS	INSTANTLY	1-3 DAYS
US ARMY BERLIN BRIGADE	3-7 DAYS	INSTANTLY	1-3 DAYS

***All Days are Duty Days.**

made possible by RETAIN's ability to work with another computer system — REQUEST.

Under the old system, the training option was one of the most controversial among reenlistment NCO because of the long periods of time necessary to obtain a school quota. There was usually a 7- to 14-day lag time between submission of the application to MILPERCEN and notification of the reenlistment activity that a quota was available.

RETAIN has streamlined the processing of this option by making information about open school quotas during any requested time period immediately available. Through RETAIN, reenlistment NCO can reserve available school quotas for qualified soldiers at the same time they enter the soldier's application into the system with no lag time.

MAKING THE SYSTEM WORK FOR YOU

Thousands of soldiers each year choose either an assignment to a specific area or formal MOS training as a reenlistment option. Most of these requests are met through the RETAIN system with little or no delay. However, some soldiers find that no vacancies exist for their MOS in the area they have selected or that all available school quotas for a particular MOS have been filled. Many of these soldiers choose to be placed on the RETAIN system WAIT list in hopes that their request can be met at a later date.

The number of assignment vacancies and school quotas available for use in the reenlistment program, as with all personnel programs, is based primarily on the needs of the Army. When determining assignment vacancies for specific areas or commands, the enlisted strength posture and MOS requirements of that area or command must be considered.

Only the authorized number of soldiers, in the proper grades, holding the required MOS, can be assigned. Training quotas for a particular MOS

are based on the number of soldiers needed to offset projected Army shortages in that MOS.

START EARLY

An important point all soldiers considering reenlistment should bear in mind is that starting early increases their chances of getting the assignment option they desire. Assignment option preference should be submitted as far in advance of the desired reenlistment date as possible. Maximum lead time for first term soldiers is 210 days prior to ETS. Career soldiers may submit their preferences 180 days prior to ETS.

Starting early is especially important for soldiers who desire an overseas assignment. Overseas assignments are placed in the RETAIN system seven months in advance; thus,

An important point all soldiers considering reenlistment should bear in mind is that starting early increases the chances of getting the assignment option they desire.

the soldier desiring an overseas assignment option has the best chance of getting that option if it is requested with the maximum lead time.

ASSIGNMENT OPTIONS

Many of the soldiers currently on the WAIT list have selected assignment to either a CONUS or overseas area of choice as their reenlistment option. Most have chosen the overseas assignment option. A soldier choosing either a CONUS or overseas assignment option may list up to four area preferences.

● **Overseas.** Approximately 81 percent of the soldiers currently on the WAIT list desiring an overseas assignment have requested Hawaii, Alaska, the Canal Zone, or a long tour in the Pacific, which includes Japan, as their first preference. Collectively,

these areas contain only about 4 percent of the Army's total enlisted authorizations. Normally, all of these areas have more soldiers assigned area of choice as their reenlistment than are authorized. As these figures suggest, assignments to these areas now are difficult to obtain.

The bulk of the Army's enlisted authorization overseas are in Europe and Korea. Despite this, only about 8 percent of those on the WAIT list have requested these areas. Assignments to both areas are normally easy to obtain.

● **CONUS.** Soldiers selecting a CONUS area of choice as their reenlistment option must also take authorizations into consideration when making their selections. For example, a recent review of the WAIT list revealed that a soldier holding MOS 11B (Infantryman) had listed as his four preferences Fort Lee, VA; Fort Eustis, VA; Fort Hamilton, NY; and Fort Sheridan, IL. There are few, if any, 118 requirements at any of these installations.

More realistic choices for this soldier would have been installations which have mechanized infantry divisions, such as Fort Carson, CO; Fort Polk, LA; or Fort Lewis, WA.

The same principle applies to other MOS, especially those in the combat arms career management fields. A soldier holding MOS 19D (Calvary Scout) would stand a good chance of getting an assignment to Fort Hood, TX; Fort Bliss, TX; or Fort Carson, CO, since these installations have many 19D requirements. Two realistic choices for a soldier holding MOS 13B (Cannon Crewman) would be Fort Sill, OK, or Fort Hood, TX. These installations usually have a number of 138 requirements open at all times.

RETRAINING OPTION

Soldiers interested in the Army Service School (Retraining) Option should be made aware of the strength status of the MOS in which they desire training. DA Circular 611-65 gives the status of each MOS by year

group. Soldiers should be encouraged to select training in a high density MOS — one which has a large number of authorizations — that is listed in the circular as either short or balanced.

For example, many school quotas are currently available through the RETAIN system for 13E (Cannon Fire Direction Specialist), 16P (ADA short Range Missile Crewman), 61C (Track Vehicle Mechanic), 76Y (Unit Supply Specialist), and 95B (Military Policeman).

On the other hand, training quotas for MOS which are over-strength to Army needs or have few authorizations are seldom available. However, these MOS are the ones most frequently requested. Several MOS which fall into this category are 71P (Flight Operations Coordinator), 81E (Illustrator), 84F (Audio/TV Specialist), and 92B (Medical Laboratory Specialist).

Since training quotas are reserved for in-service personnel, including

reenlistees, based on projected Army shortages, there will seldom be any quotas for these overstrength, low density MOS.

Soldiers who select school training as their reenlistment option are also allowed to indicate when they desire to attend that training. RETAIN searches for available school quotas within the selected time frame only. Training quotas for many MOS are now available through the RETAIN system for as far in advance as one year. However, RETAIN will not automatically go beyond the soldier's desired date to obtain a quota.

If the soldier is unable to obtain a school quota for the period originally requested, he should be encouraged to ask for the first available quota. This will increase the soldier's chances of getting the formal training he desires.

SIGNIFICANT IMPROVEMENTS

Even though relatively new, RETAIN

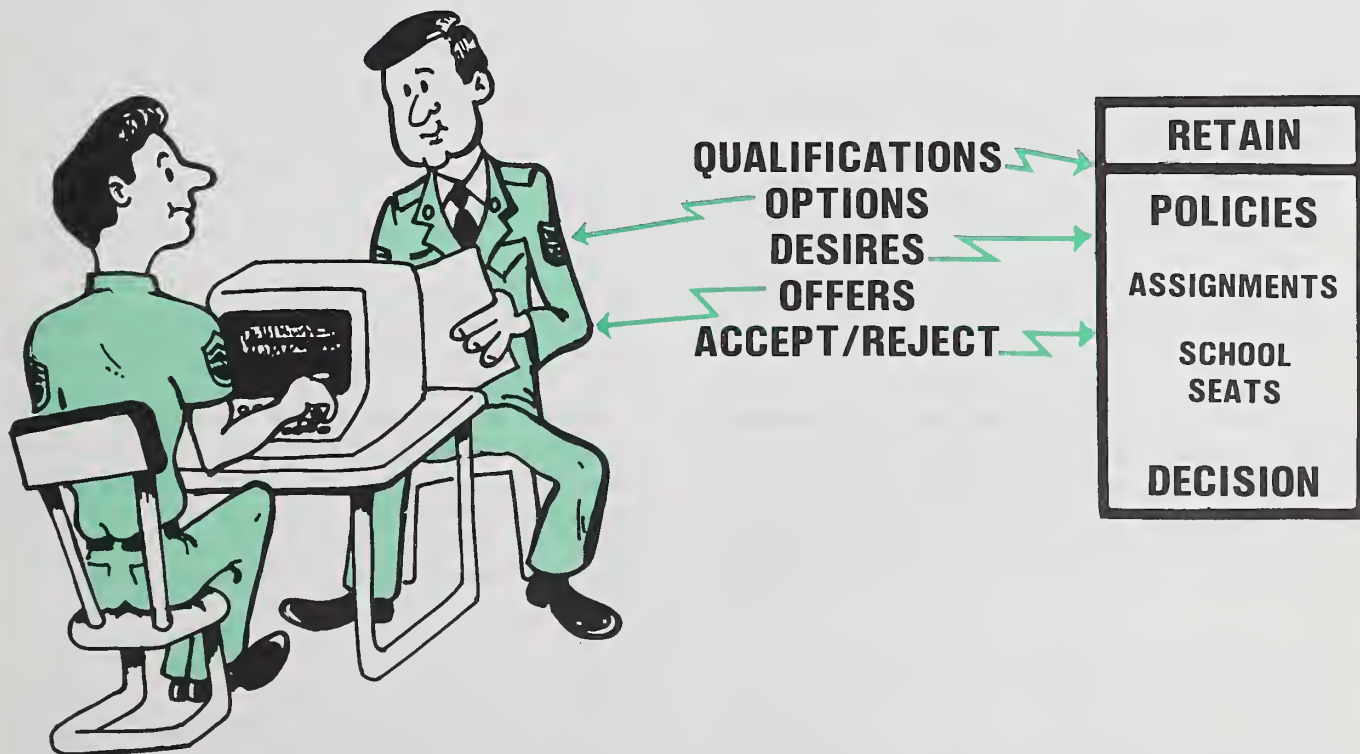
has already brought about some significant improvements in the Army's reenlistment program. A few problems have been experienced, but with the cooperation of the field reenlistment activities most of these problems have been resolved.

A continuing project of major importance within MILPERCEN is to identify and implement those enhancements needed to improve the RETAIN system, thus ensuring that the system continues to be responsive to the needs of the users.

Providing desired options to soldiers is an important part of the Army's reenlistment program. RETAIN plays a vital role in this effort. As with any other tool, those who use RETAIN must understand how it functions and apply it properly to the job at hand. Used properly, the RETAIN system provides benefits not only to the soldier but also to the Army as a whole.



RETAIN IN THE REENLISTMENT FUNCTION





AAFES Charge accounts

Eligible military and civilian personnel overseas will soon be able to charge goods bought in Army and Air Force Exchange Service (AAFES) facilities, AAFES officials announced recently.

The AAFES Deferred Payment Plan (DPP), recently tested at four Army and Air Force installations in Germany, will be expanded to most overseas areas over the next 18 months.

Only the AAFES facilities in Hawaii and Alaska have been excluded from the program.

Everyone authorized to make purchases in AAFES facilities, except dependents under 18, are eligible for the DPP program.

The DPP program, according to AAFES officials, provides military personnel the opportunity to buy goods necessary to establish a household overseas. Aimed at

the lower enlisted grades, the DPP allows individuals to spread out the cost of special requirements such as back to school clothing and high cost items such as stereo equipment and television sets.

Under the DPP individuals will be able to defer payment on AAFES merchandise totaling at least \$50, but not more than \$1,000.

Credit approval will be based on the applicant's ability to make payments and whether there is a history of dishonored checks from the individual. Sources of income other than military pay will be considered.

The payment schedule for purchases under the program will be based on the amount charged, explained the official. AAFES will also require that the sponsor's expected DEROS be verified to insure payments are completed before movement.

First Sergeant program

An MOS score of 100 or higher is no longer a requirement for the first sergeant program, MILPERCEN officials announced recently. Since most NCO don't have a recent MOS score, MILPERCEN has removed the restriction.

The first sergeant program gives NCO in balanced or overstrength non-combat arms MOS a chance to serve as first sergeants in a combat arms unit. This enhances their chances for selection to attend the sergeants major academy and promotion to E-9.

There's a continuing need for about 20 to 25 NCO at any one time to fill vacancies as NCO complete the 24-month program, officials said.

Participation in the program is voluntary. To be accepted volunteers must:

- * Be an E-8, or an E-7 on the E-8 promotion list.
- * Have no profile prohibiting duty with a combat arms unit.
- * Be released by their branch.
- * Applicants must be accompanied by a recommendation from the volunteer's command sergeant major or E-9 rater.

Applications should be sent through channels to: USA MILPERCEN, Attn: DAPC-EPK-A, 2461 Eisenhower Ave., Alexandria, VA, 22331

Concurrent travel to USAREUR

Being reassigned to Europe? Chances of getting concurrent travel approved for dependents is better than ever.

Concurrent travel of dependents to USAREUR is now being approved if housing is expected to be available within 60 days of the sponsor's arrival, according to MILPERCEN officials. Formerly, housing had to be available within 30 days for concurrent travel to be approved, officials explained. With the 30-day limit, only about 20 percent of the requests were being approved, a

MILPERCEN spokesman said.

USAREUR has been testing the new concept and the rate of approval has reached about 50 percent, the spokesman added.

The test has also shown that the 60-day concept has had not significant effect on temporary lodging allowance costs. A DA budget official reports the 60 day concept does not cost the Army any more since, in most cases, housing is found within 30 days and when a family is separated, separation pay must be provided.

SA on Education

"We encourage soldiers to continue their schooling—after duty hours while in the service or on completion of service with financial assistance earned by that service.

Last year about 19,000 soldiers received their high school equivalency degrees and many more were enrolled in college and vocational-technical courses."

Re-Update



Correction

Under "Reenlistment bonus program" in the August 1979 Re-Update, the second sentence should have read . . . " Only those soldiers on active duty on June 1, 1974,

other than active duty for training, are eligible for the RRB."

Reenlistment Bonuses

The Navy has submitted to OSD a legislative proposal to pay reenlistment bonuses to enlisted personnel who have more than 10 but less than 14 years of active military service and who are serving in critical military skills. The legislation is needed by the Navy to help solve their problem of retaining an adequate number of nuclear-trained petty officers with between 10 and 14 years of service.

While the Army has no plans at this time to use this authority, an analysis will be conducted in the near future to identify where it may be used and associated resource requirements. At present, reenlistment bonuses can only be paid to enlisted personnel who have 10 or less years of service.

Job/career satisfaction

The attitudes of first-term soldiers toward reenlistment were closely tied to the following: satisfaction with feelings obtained from wearing the Army uniform; relative importance they attach to making a good record in

the Army; the number of months left in their current enlistment or extensions and the extent to which they find their work to be interesting.

Advertising

The Commander's Guide to Reenlistment pamphlet has been revised and will be ready for distribution by December 1979. A new 4" x 7" folder describing the "BEAR" program has been produced. RPI account holders should expect initial distribution shortly.

The REUP watch calendars have been distributed to RPI account holders. If you haven't received your supply, contact CPT Smith, A & SP, USAREC, AV 459-3140.

Reenlistment results

Command Reenlistment Accomplishments:

Reenlistment results from October 1, 1978 - June 30, 1979.

INITIAL TERM				2D OR SUBSEQUENT TERM		
COMMAND	OBJ	ACH	% ACH	OBJ	ACH	% ACH
USARJ	11	20	181.8	39	59	151.3
SHAPE	68	112	164.7	139	193	138.8
EUSA	803	1122	139.7	801	1153	143.9
WESTCOM	656	826	125.9	411	535	130.8
USAREUR	8849	9937	105.5	4868	6253	128.5
CIDC	21	25	119.0	78	88	105.1
FORSCOM	12953	13730	106.0	14296	14510	101.5
TRADOC	1190	1203	101.1	4745	4852	102.3
USMA	21	15	71.4	52	62	119.2
USACC	537	396	111.0	1352	1249	92.4
MDW	151	131	86.8	189	189	100.0
MTMC	9	8	88.9	44	40	90.9
USAREC	22	18	81.8	1030	822	79.8
DARCOM	286	197	68.9	657	548	83.4
HSC	560	461	82.3	1770	1321	74.6
INSCOM	332	269	81.0	636	398	62.6
OTHER COMMANDS	133	93	69.9	926	505	54.5
TOTAL ARMY	26210	27662	105.5	31761	32415	102.1

(Includes WESTCOM reenlistment results for the period October 1, 1978 - March 31, 1979.)

The Dittmer's run and relax together. "Sometimes it's hard to spend 24 hours with the same person and get along all the time." Mike says.



A big step together

**Public Affairs Office
2d Armored Division**

"My mother thought I was crazy. She thought that the Army was a man's service, but after I told her the educational benefits she agreed that the Army was an opportunity."

That's how a first term in the Army began for Specialist Four Nancy Ann Dittmer, 522nd Military Intelligence Battalion, 2d Armored Division. For her husband, Specialist Four Michael A. Dittmer, also of the same unit, it started somewhat differently.

"My dad was a retired first sergeant; I knew what the Army was like. I needed the training and the security clearance it could provide for a job with the State Department that I hope someday to have," stated the former Army dependent.

A lot has happened to the two soldiers since they first raised their right hands more than 2 years ago. First of all, they began in different states, he in Michigan and she in Minnesota. After that it was basic training.

"My recruiters didn't disillusion me," Nancy remarked, "I knew the training was hard. Basic was tough in a lot of ways, most of all because I had been working in an office for a couple of years and was not accustomed to that much physical exercise. But the rest of the girls (soldiers) and I made it fun — we had a good time. It was the first time in my life that I felt really healthy."

While she was huffing and puffing at Ft. Jackson, SC, he was sweating it out at Ft. Leonard Wood, MO, and then it was on to Goodfellow AFB, TX, for training in their MOS, 98C, Electronic Warfare Signal Analyst.

"During our 14 weeks at Goodfellow," Michael noted, "we met but didn't marry until we went to DLI (Defense Language Institute) at the Presidio of Monterey, CA, for German language training. From there I went to an advanced school at Ft. Devens, MA, and we came to Ft. Hood in June of last year.

Last week the young couple took another big step in their life together. They were reenlisted by Major General Charles P. Graham, 2d Armored Division commander.

She said, "I don't know about making the Army a career yet, but I do plan on keeping that as an option for the future."

Her husband added, "Both of us received orders to Berlin. I had traveled with my father to the Far East but had never gone to Europe, and this is something I have wanted for a long time.


She echoed, "I've always wanted to go to Europe."

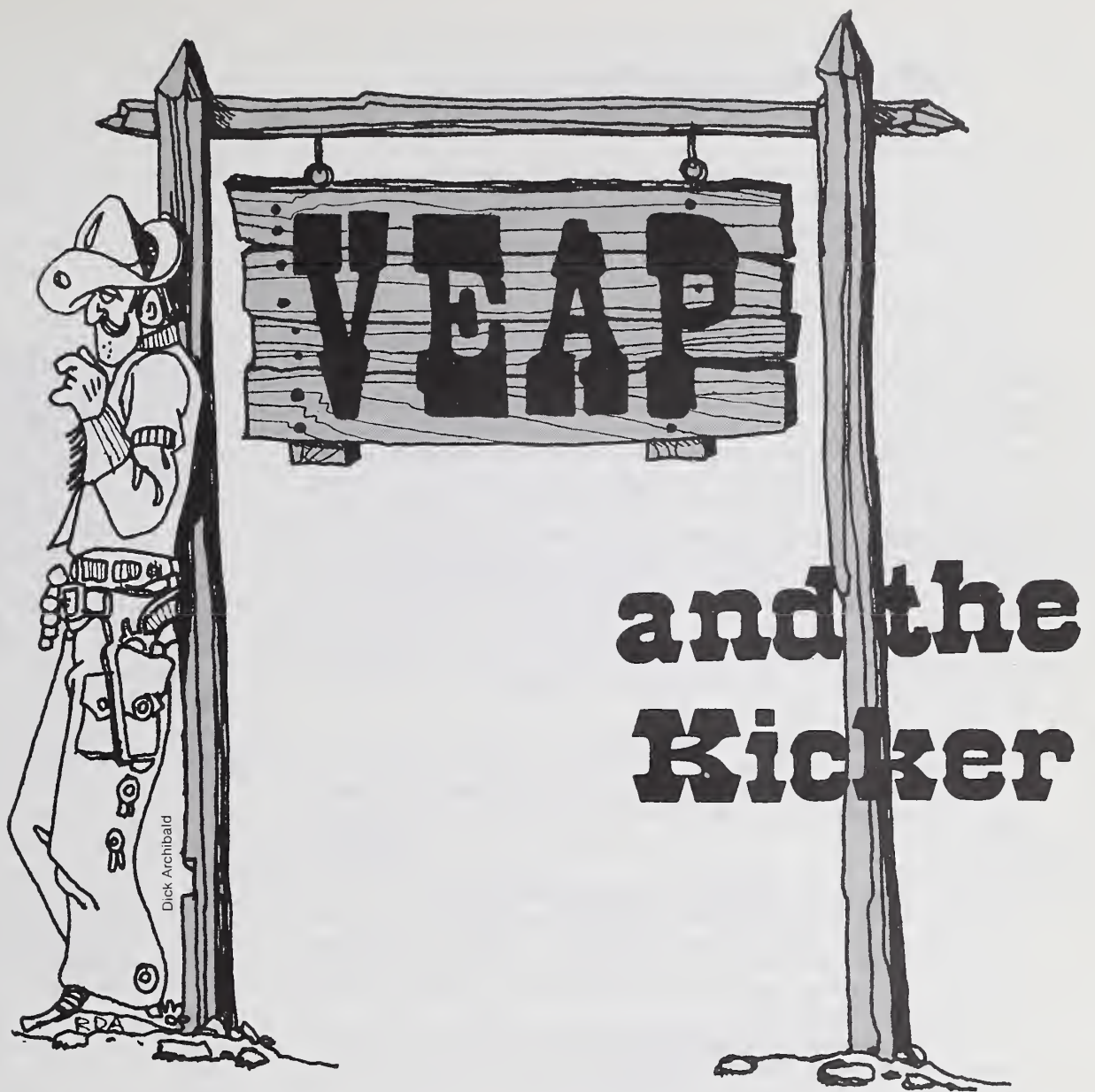
The couple admitted that like any other couple they have had conflicts with jobs and marriage in the past, but they are happy with their lives and the Army. He stated, "Sometimes it's hard



to spend 24 hours with the same person and get along all of the time." She agreed: "You have a tendency to take your problems at work home with you."

For those who may be concerned about the quality of soldiers the Army is attracting and retaining in its ranks, Michael was recently selected as the battalion and division Soldier of the Quarter and went before the board for 2nd Armored Division Soldier of the Quarter. During Brigade 75 both worked to translate German articles, and as instructors for German language training. Then both went before an E-5 promotion board.

Billboards around Ft. Hood indicate that the Army gets better every time a good soldier reenlists. The Army must get much better every time two good soldiers reenlist. 



by Joyce Lynch
SWRRC

Everybody in the recruiting business knows, by now, that "VEAP and the Kicker" doesn't mean a vice president and his cowboy buddy. Just how much the general public knows about the Veteran's Administration Education Assistance Program and its special add-on benefits may be quite another matter.

"Mr. and Mrs. America believe that when the GI Bill died, nothing took its place," says USAREC's new Deputy Commanding General (East), Brigadier General Bobby B. Porter. "But something *did*," declares the former Southwest Region commander, "and it's up to us to let people know that that something is the VEAP, and how

much it can mean to them in dollars and cents."

General Porter, a down-home type soldier who grew up in Walnut Ridge, AR, identifies readily with the "middle-income American," and considers the benefits of the VEAP particularly important to this group, whom, he feels, are hardest-hit by the high cost of education.

"Parents in the middle-income bracket are categorized as making too much money for their kids to get a grant of any kind," he says. "They've worked hard to provide a good life for their family, and found it pretty hard to save much money. When it comes time to send their kids to college, if they can't come up with the cash they've got to take a loan." This, he

believes, is when they can appreciate some facts from a knowledgeable recruiter, "facts about the VEAP — and the Kicker, if it applies where they are — and then about the combat arms bonus, too.

"In other words," he continues, "the public needs to know that if a kid is really serious about wanting an education, he may be able to save up to \$12,100 in education benefits, and up to another \$3,000 in bonus money — a total of \$15,100. Twelve DRC can now offer an expanded VEAP Kicker of \$2,000, raising a maximum amount to \$14,000 plus a \$3,000 bonus for a total of \$17,100.

The best way to get this point across, Porter emphasizes, is by example — local news releases about enlistees

VEAP/Kicker Refresher

What is the VEAP?

The VA-funded Veteran's Education Assistance Program, effective since 1 Jan 77, replaces the education portion of the G I Bill.

When will the VEAP expire?

The VEAP is a 5-year test program which, unless extended by the President, will expire 31 Dec 81.

Who is eligible for VEAP participation?

Enlisted and officer personnel who joined the military after Jan. 1, '77 and who are not eligible for former G I Bill education benefits are eligible for the VEAP.

How does the program work?

The member contributes from \$50 to \$75 per month, in \$5 increments, toward a maximum total contribution of \$2,700. The VA matches the member's contribution on a two-to-one basis. By making the maximum contribution (\$75 per month) for 36 months, the member builds a basic post-service education fund of \$8,100. (In this instance, the service member's contribution would be \$2,700 and the VA contribution would be \$5,400.)

In terms of monthly (post-service) education benefits, what is the amount the member will receive while attending a VA-approved school or course?

The monthly amount received will be three times the member's contribution, to be provided for as many months as the service member contributed to the VEAP.

For example, a member who has contributed \$60 a month for 23 months will receive \$180 a month for 23 months of schooling. A member who has contributed \$75 a month for 36 months will receive \$255 a month for 36 months of schooling.

What is the minimum contributory period?

The member must contribute for at least 12 consecutive months.

When does enrollment take place?

Although servicemembers should be encouraged to enroll at the time of enlistment to attain maximum benefits, they may enroll at a later date. Enrollment takes place when the individual initiates the JUMPS allotment DA Form 1341 for an educational allotment.

What happens if the enrollee decides to discontinue participation?

If a member withdraws from the VEAP with less than 12 months participation, he or she will be refunded the total amount of his or her contribution, but will not receive any part of the VA contribution. However if he or she has participated 12 or more months the member may elect to utilize the Educational assistance authorized or receive a refund of contributions as described above.

If a member leaves the service, uses a portion of his VEAP benefits, then elects to discontinue his education, how is reimbursement made?

That individual will be reimbursed, on a pro-rata basis, for that portion of his own contribution which was not used.

AS FOR THE KICKER . . .

What is the VEAP KICKER?

It's an additional education contribution by DOD/DA, on a limited test basis, for eligible participants in the basic VEAP program.

The VEAP KICKER, available in specific geographic areas in at least 50 DRC is offered as an enlistment inducement to certain MOS.

Applicants in the available areas must meet enlistment eligibility criteria, be NPS, be high school graduates, attain a score 50 or higher on the AFQT/WST, meet MOS and/or Europe option criteria as applicable.

KICKER applicants must enter active duty or the Delayed Entry Program between January 1 and December 31, 1979, per Table H-27, AR 601-210.

from the recruiter's own area who have enrolled in the VEAP, the benefits they'll receive, and, with the permission of the soldier, some good words about how he or she plans to use those benefits for post-service education.

A good example of how an interested recruiter can show his enlistee the way to achieve maximum education savings through the Army is offered by Sergeant First Class Don Reser, of the South Park Mall station in the San Antonio DRC. (Reser, who entered

the Army in 1963 as a high school dropout, now holds a Master's Degree, earned during his off-duty hours.)

Reser's "example" is a DEP enlistee, John Geraci, a 1979 graduate of South San West Campus High School in San Antonio. Explains Reser, "John wants to be a veterinarian, but he knows it'll take a lot of college and a lot of money. When he talked to me, he was looking for the most education benefits he could get and the most money he could make during his enlistment. I outlined all the possibilities for him, and the guidance counselor at the AFEES checked it out."

When John enlisted, the recruiter said, he enrolled in the VEAP, with the maximum contribution (\$75 monthly), to earn the basic \$8,100 education fund. (The service member may contribute \$50 to \$75 a month, in increments of \$5, towards a maximum total contribution of \$2,700.) Signing on for a 4-year enlistment gave him the VEAP Kicker boost of an additional \$4,000, an option available at this time in the San Antonio DRC as well as in 49 others. He took an airborne Infantry job, with assignment to Europe, for a cash bonus of \$2,500.

If he'd gone into Armor, CMF 19, explains the recruiter, he could have gotten a \$3,000 bonus, instead of \$2,500, but he chose Infantry, to draw jump pay.

"This all adds up to a total of \$14,600 in benefits," summarizes Reser. He adds, "John's happy about his assignment in Europe, too—Italy—since he's of Italian extraction."

While John is in the Army, he plans to use his off-duty time to get in as many college hours as he can, since the recruiter had explained to him that

the government would pay up to 75% percent of his tuition during his enlistment. John figures that by the time he finishes his 4-year hitch he'll have his basic courses out of the way and he'll still have \$14,600 for his veterinary medicine schooling.

Comments Porter, "That's not a bad education fund for a young person just reaching the ripe old age of 21 or 22 — especially when you consider

that so many 17- or 18-year-olds aren't yet ready to go to college and can really use 2 to 4 years of maturing in the Army."

The general adds, "The VEAP may, in one very important way, be better than the G I Bill, because it calls for a personal commitment on the part of the individual toward his own post-service education, rather than an outright grant supported entirely by the

taxpayer."

Referring, again, to the ambitious DEP enlistee, John Geraci, Porter concludes "A young man like this, who has had a personal stake in saving for his education is going to be a lot more interested in learning something than the one who's had everything dropped in his lap." He believes recruiters will find that parents, as taxpayers, will share this view.

* MOS in the DOD-DA "Kicker" to VEAP

MOS	JOB TITLE	2 YR OPTION (\$2,000)	3 YR - 4 YR OPTIONS (\$3,000-\$4,000)	MOS	JOB TITLE	2 YR. OPTION (\$2,000)	3 YR - 4 YR OPTIONS (\$3,000-\$4,000)
05B	Radio Operator	X		16P	ADA Short Range Missile Crewman	X	X
05C	Radio Teletype Operator	X		16R	ADA Short Range Gunnery Crewman	X	
05D	EW/SIGINT Emitter Identifier/Locator		X	17B	Field Artillery Radar Crewman	X	X
05G	Signal Security Specialist		X	17C	Field Artillery Target Acquisition Specialist	X	
05H	EW/SIGINT Morse Interceptor		X	19D	Cavalry Scout	X	X
05K	EW/SIGINT Non-Morse Interceptor		X	CMF 19	Armor Crewman	X	X
11B	Infantryman		X	36K	Tactical Wire Operations Specialist	X	
11C	Indirect Fire Infantryman	X	X	43E	Parachute Rigger		X
12B	Combat Engineer	X		45K	Tank Turret Repairman		X
12C	Bridge Crewman	X	X	45N	Tank Turret Mechanic		X
12E	Atomic Demolition Munitions Specialist	X	X	54E	Chemical Operations Specialist		X
13B	Cannon Crewman	X	X	55B	Ammunition Specialist		X
13E	Cannon Fire Direction Specialist	X	X	55G	Nuclear Weapons Maintenance Specialist		X
13F	Fire Support Specialist	X	X	63F	Recovery Specialist		X
15D	Lance Missile Crew Member	X	X	72E	Telecommunications Center Operator	X	
15E	Pershing Missile Crew Member	X	X	82C	Field Artillery Surveyor	X	
15F	Honest John Rocket Crew Member	X	X	95B	Military Police	X	
15J	Lance/Honest John Opns Fire Direc Specialist	X		96C	Interrogator		X
16B	Hercules Missile Crewmember	X	X	98G	EW/SIGINT Voice Interceptor		X
16C	Hercules Fire Control Crewmember	X	X				
16D	Hawk Missile Crewmember	X	X				
16E	Hawk Fire Control Crewmember	X	X				
16H	ADA Operations & Intelligence Assistant	X	X				
16J	Defense Acquisition Radar Operator	X					

* OPTIONS AVAILABLE IN DRC GEOGRAPHICAL AREAS AS SPECIFIED BY HQDA

AIRBORNE:

Seven MOS on the “Most Wanted List”

Are you highly motivated, well-disciplined, willing and able to undergo difficult training? Are you looking for excitement and prestige?

GO AIRBORNE!!

If you answer yes to these questions then Fort Bragg is the place for you to:
GO AIRBORNE!!

The XVIII Airborne Corps and the 82d Airborne Division at Fort Bragg are looking for qualified soldiers in a number of military occupational specialties in all enlisted grades. The most significant needs are for soldiers in the areas of field artillery, signal intelligence, air defense artillery, unit supply and food service specialties. All active duty enlisted personnel may apply and Army National Guard and Reserve soldiers may apply while on active duty.

Applicants for airborne training must have at least 18 months retainability at the time of assignment to an airborne unit after completion of training, and meet the basic medical, physical and mental prerequisites outlined in AR 614-200. Additionally, applicants must be able to pass the airborne physical and an advanced physical fitness test consisting of a 40-meter inverted crawl, sit-ups, horizontal ladder, run-dodge-jump and a two-mile run. Soldiers in grades E5 and above must be eligible for a secret security clearance, and those below E5 must be eligible for a confidential clearance.

Prospective applicants should submit a Personnel Action request on DA Form 4187, a volunteer statement and copies of their Enlisted Qualification Records (DA Forms 2 and 2-1). If necessary, they should include a

statement of intent to reenlist or extend enlistment to meet the required retainability of 18 months after assignment to an airborne unit.

Soldiers interested in becoming paratroopers should consult their unit or installation training officers for assistance in submitting applicants. They may also write for additional information to the Adjutant General XVIII Airborne Corps and Fort Bragg, Fort Bragg, N.C. 28307.

MOS 17B-FIELD ARTILLERY RADAR CREWMEMBER

The Artillery Radar Crew Member prepares radar and associated equipment for operation. In this MOS the specialist locates firing weapons, bursts from friendly weapons, and moving targets by operating the radar.

The Artillery Radar Crew Member assists in the preparation of site evaluation charts and surveillance cards. He also might assist in registering and adjusting fire missions. Responsibilities also include operator/crew maintenance on radar or operator maintenance on communications equipment, vehicles, and section equipment.

The crew member must be physically fit and possess normal color vision.

MOS 16R (VULCAN CREWMAN)

The Vulcan, an intricate, almost unbelievably effective anti-aircraft gun requires a well-trained and experienced soldier for its operation.

A team of four (one E-6 squad leader, a single gunner who detects the target and fires the gun, an

assistant gunner to help the gunner in preparing the system for firing, and a driver who operates the Vulcan vehicle or the vehicle towing the gun) operates the Vulcan.

Another support battery, you'll find these able soldiers alongside Artillery, Infantry, or Armor divisions — or jumping with the Airborne.

To qualify for MOS 16R, applicants are required to have good night vision with red/green discrimination, an aptitude area OF (AE) of 90 and be able to obtain a Confidential clearance. Physical fitness, a knowledge of basic mathematical skills and the ability to read and understand technical manuals are also important.

MOS 94B-FOOD SERVICE SPECIALIST

The Food Service Specialist supervises or prepares and cooks food in the field, spacious Army base kitchens, or sometimes hospital food service centers. Conditions vary considerably from all the modern conveniences to only the necessities in the middle of nowhere where troops are on maneuvers.

The Food Service Specialist knows food from the amount to be prepared to how to wash, peel, dice, bake, fry, stew, braise, boil, simmer, steam or saute.

MOS 94B covers preparing sandwiches and assembling box lunches, but the Food Service Specialist might also be participating in fancy garnishes and carvings.

There are general housekeeping duties such as cleaning and sanitizing equipment, defrosting, freezers and refrigerators, and disposing of garbage and trash.

The Food Service Specialist must have the physical ability to lift heavy cooking equipment and be qualified for a food handler's certificate. In some cases the specialist must receive a favorable background investigation prior to assignment.

MOS 98C-ELECTRONIC WARFARE/SIGNAL INTELLIGENCE ANALYST

The job of those in this MOS is to unscramble messages in Morse code, non-Morse code, voice modes, or messages that are beyond that — in

the realm of what is known in the trade as "noncommunication." When messages are transmitted in any of these formats by adversaries, Army electronic warfare personnel must intercept them and extract their meaning.

At the top of qualifications is reasoning ability. It takes a logical mind to systematically analyze what seems to be nonsense, yet is not. Abstract reasoning ability to interpret a perfectly normal-sounding message that does not mean what it seems to say is another important qualification.

In MOS 98C the applicant must have sharp hearing, excellent sight, and good eye-hand coordination. Because of the nature of this work, a

knowledge is gained and skills are acquired the Tactical Wire Operations Specialist assumes more responsible duties.

Advancing in vehicle or on foot, he takes advantage of natural cover to place wire on roadsides or trail to clear traffic. He places wire in shallow trenches or inserts it through culverts at traffic crossings where overhead crossings cannot be made.

The Tactical Wire Operations Specialist installs field telephones or switchboards where needed, removes insulation from wires, splices wire and insulates splices . . . he is the troubleshooter.

This MOS requires physical conditioning and an ability to read and understand symbols on military and wire route maps. A thorough knowledge of the purpose, use and preventive maintenance procedures for tools used in construction and maintenance of field wire systems and telephone exchanges is important, too, in MOS 36K.

During training the lineman learns the basic principles of transmission of

MOS 13B-FIELD ARTILLERY CREWMAN

No matter where the Field Artillery Crewman is assigned, his job is to support the infantry.

No longer is the artillery crewman trained in basic combat and then sent to AIT. The course has been combined into one 12-week phase for training people in MOS 13B. Throughout the 12 weeks, only subjects essential to 13B job performance are taught: from both BCT and AIT phases 23 subjects are considered to be critical for the artillery crewman.

Training in subjects peculiar to 13B have been interspersed with subjects normally found during basic training. Called Assignment Oriented training, the last 4 weeks are of intensive training directed on the soldier's first assignment.

The artillery crewman must qualify with the M-16 rifle, the hand grenade, engage a target with the M-60 machinegun, and engage a target with a .50 caliber machinegun on a self-propelled howitzer.

Among other qualifications he must be able to observe and report information, perform operator-level maintenance on artillery and prepare ammunition for firing.


MOS 76Y-UNIT SUPPLY SPECIALIST

Just as its name states, the Unit Supply Specialist is the keeper of Army supplies.

Duty in this MOS involves supporting the unit with forms, regulations, and publications. These people operate office machines, process supply requests and distribute supplies. They receive and store unit material or move it to a transfer point. They rig supplies or equipment for delivery by external sling loading for rotary wing aircraft.

The Unit Supply Specialist assures that equipment from desks to weapons, is operational by turning in unserviceable equipment for repair.

And these are the people who issue the uniforms and boots to newly enlisted soldiers.

It's an important mission; the Unit Supply Specialist keeps the unit clothed and well-equipped. 



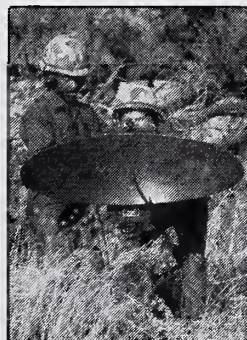
17B



16R



94B



98C



36K

detailed investigation of a person's background is required before granting a security clearance. Other qualifications for this MOS are special language training and a minimum typing skill of 25 words per minute.

MOS 36K-TACTICAL WIRE OPERATIONS SPECIALIST

Beginning as a helper, the applicant can expect to perform the simpler duties, playing out wire as a member of a team, erecting poles, helping to position and operate field switchboards, helping to install or to repair manual or dial telephone equipment, and in similar ways assisting more experienced personnel. As

sound by wire, phonetic alphabet and radio telephone procedures.

Access to classified material is required, therefore the Tactical Operations Specialist must be able to obtain a security clearance.

GO



98C: Electronic Warfare/Signal Intelligence Analyst
36K: Tactical Wire Operations Specialist
17B: Field Artillery Radar Crew Member
94B: Food Service Specialist
13B: Field Artillery Crewman
76Y: Unit Supply Specialist
16R: Vulcan Crewman